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SAN FRANCISCO.

JANUARY 4th, 1946.

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COMMITTEE REPORTS ADOPTED.

Secretary Superior Court,

G R A N D J U R Y

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J. LESLIE VOGEL
Foreman

EDWIN G. IMHAUS
Secretary

SAMUEL CERF

OTIS COLLIN

JOHN CRANFORD

HARRY J. DANIELS

MRS. BEATRICE FLICK

CHARLES J. FOEHN

LEO W. GOLDSTONE

HUGH W. HANDLEY

CLAUDE H. JINKERSON

WARD L. JUNKER

WILLIAM H. LOVINER

RALPH PINCUS

EARL M. ROBITSCHER

DAVID H. RYAN

JOHN L. SILVEY

HARRY E. WALSH

CHARLES F. WILLIAMS

Impaneled December 14, 1944,

Discharged January 4th, 1946.

David F. Supple,
Consultant-Statistician.

San Francisco, California,
January 3, 1946.

Hon. Robert L. McWilliams, Presiding Judge
Superior Court, City & County of San Francisco,
San Francisco, California.

Honorable Sir:-

I respectfully submit to Your Honor for consideration, the reports of the various committees of the 1945 Grand Jury.

I also wish to submit to Your Honor and the incoming Grand Jury, the advisability of appointing a Civil Service Committee to follow up, if it be their pleasure, the recommendations and the work performed by the Civil Service Committee of the 1945 Grand Jury. To the best of my knowledge, the present Civil Service Committee is the first of its kind in some twenty odd years ... all other departments of the city government being assigned to some particular committee of the Grand Jury ... and in view of the increased city family, numbering some 18,000 people, it was felt that a committee should be assigned to this important governmental activity.

It is with extreme pleasure that I am able to inform Your Honor that the 1945 Grand Jury was composed of a splendid group of citizens who gave untiringly of their time and effort in their service to their city and in the conscientious discharge of their duties as jurors.

On behalf of the 1945 Grand Jury, may I be permitted to express to Your Honor their sincere appreciation of your sympathetic understanding and friendly counsel and the fact that the doors of your Chambers were never closed to any member of your Jury ... a fact which we gratefully appreciate.

The Grand Jury wishes to express to our District Attorney, Edmund Gerald Brown, its appreciation for the splendid manner in which his office co-operated with the Jury during its tenure of office, and particularly to Assistant District Attorney Marshall Leahy, who was assigned to the Jury, for his friendly advice and counsel and his very able presentations to the Jury ... to David F. Supple, our consultant, for his advice and counsel throughout our year ... and to our official reporters, Ralph Sollars and Allen Mack ... and to Thomas Loftus, our bailiff, for his courtesy to all witnesses.

As Foreman of the Grand Jury, I wish to express to you, Judge McWilliams, my own deep appreciation for your kindly counsel and help throughout my year as Foreman.

Respectfully submitted,

LES VOGEL, Foreman
1945 San Francisco
Grand Jury.

1. MAYOR.

We of the Mayor's Committee feel quite confident that our Mayor, Roger Lapham, is fulfilling his position to the best of his ability. We all agree that the year of 1945 has been a full year for our San Francisco Mayor. However, we do submit herewith a recommendation to the 1946 San Francisco City and County Grand Jury:

We recommend that the Chairman of the 1946 Mayor's Committee be advised and invited to every City and County department executives meeting. Not for the purpose of participation but for the purpose of being familiar with discussions and problems of the City and County. We of the Committee feel that if our recommendation be met with the honest enthusiasm of those concerned, there will be much accomplished and the tax-payers will then appreciate the fact that their Grand Jury members are more familiar with the actual workings of the City and County Government.

It is further recommended that much study and consideration be given the appointments to the Mayor's Committee. The appointees should be those persons whose positions will permit them spending much time in the Mayor's office attending conferences.

It is further recommended that the Chairman of the Mayor's Committee also be invited to any and all important meetings pertaining to disaster riots, etc.

Respectfully submitted,

WILLIAM H. LOVINER, Chairman,

MRS. BEATRICE FLICK,

LEO W. GOLDSTONE.

2. CHIEF ADMINISTRATIVE OFFICER.

The Chief Administrative Officer, with the aid of a very small staff, continued efficiently to supervise the operations of the fifteen departments under his jurisdiction, to administer and control the city's publicity and advertising fund, to manage directly or supervise the various War Service Activities placed under him, and to coordinate the activities of his departments with those of other departments of the city and county.

Under the direct supervision of the Chief Administrative Officer are the Department of Public Works, Department of Public Health, Purchaser of Supplies, Department of Finance and Records, Department of Electricity, Real Estate Department, Coroner, Sealer of Weights and Measures, and Agricultural Commissioner. The Chief Administrative Officer also exercises supervisory control over appropriations for the Coordinating Council, the Public Pound and the Steinhart Aquarium.

The Department of Finance and Records includes the offices of the County Clerk, Registrar of Voters, Recorder, Tax Collector and Public Administrator.

The staff of the Chief Administrative Officer has consisted, as in several prior years, of an executive and administrative assistant classified as Executive Secretary, a confidential secretary, general clerk-typist and a part-time office assistant.

In the administration of his duties the Chief Administrative Officer is responsible to the Board of Supervisors and to the Mayor. He has maintained this relationship, working cooperatively with the Mayor and with departments under the jurisdiction of the Mayor and representing his office and departments under his jurisdiction at committee and weekly meetings of the Supervisors. The Chief Administrative Officer's attitude in this regard is to be commended, as it tends to shape the city and county government into a single functioning unit instead of separate departments going their own ways.

Department heads under the Chief Administrative Officer look to him for guidance on policies. Changes in practices or procedures are taken up with him or with his office before being put into effect. Departmental budget requests are closely scrutinized, and economy of operations is stressed, but each department head knows that he will obtain approval of proposed expenditure increases or of additions to personnel if he can justify them.

During the early way years the Chief Administrative Officer insisted upon the same economy in personnel in departments under him as in his own office. As functions declined -- for example, new building construction -- employments were dropped. These employments are being restored now only as they become essential. The work of a number of departments and offices increased with the wartime population increase of the city and new employments had to be added to carry the load. These included the Department of Public Health, County Clerk, Registrar of Voters and several bureaus of the Department of Public Works.

2. CHIEF ADMINISTRATIVE OFFICER. (continued).

The Purchasing function became difficult because of wartime restrictions and shortages, and the work of the purchaser was greatly increased by acquisition of the Market Street Railway. That department was given additional employments, and more will be required as the office is reorganized to carry its heavier load of work.

The planning and coordinating activities of the Chief Administrative Officer are seen in programs emerging for streets, sewers and sewage disposal. Rehabilitation, restoration and replacements of buildings and equipment of departments are being programmed over a term of years, to be financed by recurring budget provisions.

Expenditures for War Service Activities placed under the Chief Administrative Officer were limited to what were deemed essential for this fiscal year, and during the year several activities were dropped. Those still needed -- notably the Hospitality House and Civic Center Dormitories -- are being continued through the demobilization period. Filling a need which arose after VJ-DAY, the information service for veterans has been expanded.

The publicity and advertising fund has been administered with a view to maximum promotion of the city's opportunity to obtain new business and industry, build good will in its trade area and maintain the groundwork for future tourist and convention business. The city's reputation for hospitality was upheld during the United Nations Conference, during the period when notable war heroes were returning, and on other occasions.

RECOMMENDATION:

1. That consideration be given to early construction of an office building to be erected on the Northwest corner of McAllister and Polk Streets as an annex to the City Hall to relieve overcrowded conditions and permit proper functioning of City Departments. This building could be made a part of the City Hall by the building of a tunnel from the present City Hall across McAllister Street.

The City and County is fortunate in having the services of Thomas A. Brooks as Chief Administrative Officer. Among the first to arrive in the morning and one of the very last to leave in the evening, he devotes long hours of conscientious effort to the City's business.

This brief report on the Chief Administrative Officer has been confined to functions specifically allocated to that official, but Mr. Brooks, because of his experience in private business and municipal affairs and his sound judgment, is consulted constantly by department heads and other officials on matters beyond his own jurisdiction. Heavy demands are made upon his time by interdepartmental and citizens' committees to which he is appointed.

Despite this volume of work, Mr. Brooks' door is always open to those who feel they need to consult him; his interviews are marked by both patience and graciousness. He is respected alike by citizens, department heads and employees, all of whom realize that his decisions, whether yes or no (and many of them must of necessity be no) involve no political considerations or favoritism, but merely the logic of facts as he sees them.

Respectfully submitted,

HARRY J. DANIELS, Chairman,
CHARLES J. FOEHN,
EARL M. ROBITSCHER.

3. CONTROLLER, TREASURER, PURCHASER, SALES TAX, RETIREMENT.

Your committee on the offices of CONTROLLER-TREASURER and PURCHASER after investigation and inspection submits the following report:

CONTROLLER.

The committee's investigation of this most important office was given to the general control procedure of the accounting and fiscal provisions of the Charter.

The committee was given every consideration by the then Controller, Mr. Harold J. Boyd, who was suddenly called by death in the month of October. Owing to the importance of the office of Controller, His Honor, Mayor Roger D. Lapham, at the earliest moment following the death of Harold J. Boyd named as his successor Mr. Harry D. Ross who has been identified with the Controller's office since its inauguration under the Charter. Mr. Ross is without question one of the most outstanding and efficient officials in our City government and has been most considerate and gracious in seeing that our committee received every courtesy and information.

Both Harold J. Boyd (deceased) and Harry D. Ross have been most cooperative through the respective audit divisions supervised by Willis O'Brien and Wren J. Middlebrook. Divisions that our Grand Jury Consultant, David F. Supple, is constantly in contact with, and, from whom is submitted to the Grand Jury audit reports which are reviewed by respective interested Grand Jury committees. The same co-operation has been extended in connection with the audits that are made by firms of Certified Public Accountants.

The system of internal checks relative to the custody, control and disbursements of monies seem to be adequate.

Your Committee commends the splendid work of Harry D. Ross and his capable staff of Supervisors Willis O'Brien in charge of Public Utilities; Wren J. Middlebrook, in charge of General audits; Frank Purser in charge of Disbursements; R. J. Rock in charge of Accounts and Reports; William Schroeder in charge of Pay Rolls; Vincent Ryan in charge of Budget Statistics.

TREASURER.

The records of the Treasurer's office were found to be in excellent condition and kept in strict accordance with the State law and the Charter. The State law is very explicit on what a County Treasurer must do, not only in the deposit of public funds, but also in keeping the records.

The audit of the Treasurer's office for the year 1944-1945 was made by the Controller and showed the total cash and securities handled for the year was $117,679,360.33 and found to be correct.

The audit of the San Francisco City and County Employees Retirement System securities (Bonds) in the amount of $43,103,600.00 kept in the joint custody vault of the Treasurer's office was made by James O. Sully, Certified Public Accountant, the Controller and David F. Supple, Consultant of the Grand Jury and found to be correct.

The Treasurer represents the Controller of the State of California and collects the inheritance tax due the State, issues consents to release bank accounts, and opens safe deposit boxes of deceased persons. The 1945 session of the California State legislature allowed an additional $3,000.00 to meet the increased work in this department (Inheritance) making a total of $17,000.00 a year the City and County of San Francisco receives from the State of California for this work and service.

As of July 31, 1945, the Treasurer had on deposit for inactive and active accounts, collateral (bonds) in the amount of $39,328,000.00 from various Banks to cover cash on deposit of

3. CONTROLLER, TREASURER. (continued).

$34,213,248.42. These bonds were audited by the Controller and balanced with the Banks' records.

Your committee was greatly impressed with the conduct of the Treasurer's office under the able administration of the present Treasurer, Thomas K. McCarthy.

PURCHASER.

The Bureau of Supplies, otherwise known as the Purchasing Department has been developed to a high state of efficiency by the present Chief Administrative Officer, Thomas A. Brooks, who held the office until some five years ago. The present Purchaser is Martin H. Gerry who is doing a most satisfactory job.

The Purchaser of Supplies has charge of the purchase and contracting for supplies, materials and equipment and contractual services required for use by all departments, boards, commissions and agencies of the City and County, and all storerooms, warehouses, as well as all garages and shops maintained for the construction, maintenance and repair of departmental supplies and equipment.

The records of the office are satisfactorily kept, as well as the system used in purchasing supplies.

Your committee was impressed with the large volume of business and the great responsibility of this department. A very important branch of this department is the extensive machine and repair shop for the maintenance and construction of the City's fire apparatus under the personal supervision of Harold H. Jones who is a most capable and conscientious official.

The Purchaser of Supplies, Martin H. Gerry, is conforming absolutely to the provisions of the Charter and is to be commended for the efficient manner the Department is conducted.

RETIREMENT.

Last year there were 373 retirements - mainly for service - not disability - while other years the average number has been about 200.

Last year the Retirement Board sold $20,000,000 worth of Municipal Bonds and bought Government bonds instead, because the latter are just as good as security, but are not tax-free, and therefore not so high in price.

The work of the Retirement Board necessarily increased when the Market Street Railway employees became members of the City System.

Mr. Nelson, Secretary of the Retirement Board, is leaving early next year and suggests that the work of the system be reorganized so that it can be done by a staff and not depend on just one person.

As is the case in other departments, the office space is woefully inadequate, and the office force are scattered in different sections of the City Hall, a factor which works against efficiency.

The matter of the retirement of City employees who are under fifty years of age and who are receiving a pension for disability was investigated.

Excluding firemen, policemen, and teachers, half a hundred or so employees are under fifty years of age and receiving pensions for disability. The disability runs from nervousness and neurasthenia to hay fever and hypertension. The layman, of course,

3. CONTROLLER-TREASURER. (continued)

cannot judge the seriousness of an illness whether it be neurosis or a gastric ulcer. However, as recovery often does take place in the two latter cases, it was recommended by committee members that thorough physical re-examinations be given periodically to all those employees retired under fifty years of age who have not a permanent physical handicap. It had not been the custom to do so regularly.

The Secretary of the Retirement Board announced to the Committee and to members of the Grand Jury that just recently money has been appropriated to the Retirement Board for the purpose of conducting physical re-examinations of employees under fifty years of age on disability retirement. The committee recommended that further appropriation be asked for if such were found to be necessary for this important work.

Respectfully submitted,

JOHN CRANFORD, Chairman,

HARRY E. WALSH,

OTIS COLLIN.

4. ASSESSOR, TAX COLLECTOR, REGISTRAR.

Your committee on the office of the Assessor submits the following report:

The office of Russell L. Wolden, Assessor, was visited by the entire committee. A complete inspection of the office was made. This office carries on a very scientific approach with regard to the assessment of real and personal property.

During our visit to the office we observed that the Assessor's Office of the City and County of San Francisco has a very praise-worthy open-door policy. Any taxpayer who has a question about his property is invited to immediately sit down with Russell L. Wolden, the Assessor. Even though his individual property may be small in comparison with others, he is not referred to some clerk or deputy who has no power to act. He receives personal attention from the Assessor.

Your committee notes after personal observation and inspection of the office that the Valuation Divisions of the Assessor's Office are staffed with appraisers who have considerable background and experience. They confer from time to time with various national authorities on assessing procedure. Appraisers working in the field making valuation studies for the Assessor make every effort to see that all assessed values are fair and equitable. It is the duty of the Assessor not only to increase values where the facts warrant, but to see to it that no taxpayer is assessed for more than his proper proportion.

Your committee was impressed by the completeness of the records maintained. A record is kept of every piece of property and the improvements thereon. The records present a detailed history of the improvements from the time they were first constructed, and all additions and/or alterations. Fluctuations in value from the original date of construction are also shown.

Your committee was greatly impressed by the Public Service and Information Division of the Office. This department answers hundreds of questions daily regarding assessed values, ownership, property descriptions, etc. This service is not only of great value to individual property owners, but is also of inestimable value to realtors, builders, banks, title insurance companies, etc.

Your committee was very pleased with the attention given to servicemen and women with regard to veterans' exemptions to which they might be entitled under the laws of this State.

Our inspection shows that there is over a billion dollars in assessed valuations on the current Assessment Roll. There are over 148,000 assessable parcels of land and more than 126,000 assessable buildings. More than half a million individual appraisals are made each year.

The committee noted with interest that this year the County Board of Equalization received only 56 applications for reduction in assessed values. Of this number 49 applied to buildings and 17 applications were made for reduction on the land only. This, your committee finds, is an all-time low for San Francisco.

Your committee discussed with Assessor Wolden the valuation of residential property where sales prices have risen so rapidly. The Assessor advised the committee that he is cognizant of what he terms "bonus" values. In other words, people are confronted with the situation of having to pay a bonus for a place in which to live. It is the opinion of the Assessor that bonus values of this type do not make actual value. Therefore, he is making no blanket increases in assessed values at this time. After careful study and investigation we are firmly in accord with Assessor Wolden in this regard. His further policy of not allowing at this time, any depreciation on buildings due to the fact that building costs have increased in the last few years, seems to be eminently

4. ASSESSOR, TAX COLLECTOR, REGISTRAR. (continued).

sound and proper.

Assessor Russell L. Wolden is one of the outstanding assessment officials in the nation and is generally recognized as such. His office has been and is now a model for assessment offices throughout the country. San Francisco is indeed fortunate to have this outstanding assessor and assessor's office administering our local property taxes.

TAX COLLECTOR.

The office of the Tax Collector of the City and County of San Francisco is under the direction and supervision of Edward F. Bryant. This office collects all of the real and secured personal property taxes, the greater portion of unsecured personal property taxes, business licenses and inspection fees, and delinquent revenues owing to all of the City and County Departments.

The Tax office is divided into three bureaus (1) The Real Estate Tax Division; (2) The License Bureau, (3) The Bureau of Delinquent Revenue Collections.

The Real Estate division of the Tax Collector's office during the 1944-1945 fiscal year handled approximately 260,000 separate items with a dollar value of $35,080,740.00. These collections included real property taxes, segregation costs, miscellaneous revenues, advertising costs and sales of property.

The Bureau of Delinquent Revenue whose receipts have been increasing steadily, handled approximately 17,765 items of gross collections amounting to $1,402,018.00 during the past fiscal year. These accounts comprise the bad debts which the various City Departments are unable to handle themselves and present a very difficult collection problem.

The Bureau of Licenses wrote approximately 30,000 licenses of all types of business amounting to $415,320.00 Some of these licenses are written on a quarterly basis.

The total average over-all cost per dollar collected in all divisions is the surprisingly low figure of .0045.

During the past year the Tax Collector's office, in a progressive move, converted from manual preparation of the real estate bills to printed bills made up on I.B.M. equipment. This has resulted in a neater and more legible bill and has caused many favorable comments from the taxpayers.

Tax Collector Bryant is doing a very fine job and is assisted by a very competent staff of employees.

REGISTRAR OF VOTERS.

The Registrar of Voters' office has completed another year of accurate, efficient work. The business of the office is seasonal. It requires a small permanent staff who must instruct and supervise the great number of temporary employees required at election time.

The records of the office are well kept. Registration lists are carefully scanned for inaccuracies and invalid records. Fifty thousand names were eliminated for failure to vote in 1944. Thirty thousand registrations were added in 1945.

Precinct polling places were established in 1,194 locations for the municipal election and 3,748 persons were appointed and served as members of the precinct election boards.

The Registrar of Voters has 1,485 voting machines available for use at elections. These are well-serviced and kept in excellent condition. The accuracy of their operation is unquestioned. The results as returned by the precinct election boards on

4. ASSESSOR, TAX COLLECTOR, REGISTRAR. (continued).

election night are compared with an independent check made by the Registrar's deputies. If any difference is discovered a third reading is made to ensure that the correct figures are obtained.

The voting machines are kept in two warehouses - one owned by the city and one rented. The one owned by the city is old and unsuited to the purpose. The rented warehouse was a garage and is poorly adapted to its present use. A new warehouse is needed and is part of the administration's post-war building program.

The policy of the Registrar of Voters has been to provide convenient registration branches where the voters may register with the least delay. Fair, impartial and courteous treatment of all candidates and all others having business with the office is insisted upon. The office is conducted efficiently and economically.

The space originally given to the Registrar of Voters has been considerably diminished by the need to find space for other offices and functions - such as the traffic fines bureau, the veterans' housing, the civilian defense, and the post office. This crowding suggests the need of more room to accommodate the official business of our growing metropolis.

We wish to add our word of commendation to the staff of employees of the Registrar's office who have given of unselfish service. To Registrar Cameron H. King goes our thanks and appreciation for one who knows the election laws and conducts a modern office.

Respectfully submitted,

OTIS COLLIN, Chairman,

HARRY J. DANIELS,

WILLIAM H. LOVINER.

5. COUNTY CLERK, RECORDER, PUBLIC ADMINISTRATOR.

RECORDER.

This department is one of the most important departments of the City and County of San Francisco and is presided over by the Honorable Thomas A. Toomey, Recorder.

We feel that this department is operating as efficiently as possible under present conditions of Section 4131 of the Political Code of California.

The efficiency of this department, could be increased 100% by the installation of a photographic machine, thereby producing photostatic copies in place of the present system of typewritten and printed forms.

A photographic machine will cost about $4,500.00, require the services of only three people and will release 19 experienced stenographers for much needed service in other departments and save the taxpayers annually $29,240.00.

This department now has 36 employees.

To install such a machine and system, we recommend the following:

1. Amend Section 4131, Political Code of California, to permit county recorders to make photostatic copies.

2. Plans should be developed to convince the Governor with the urgency and request same be incorporated in his special call of the State Legislature.

3. The approval of this program by the Board of Supervisors of San Francisco, who shall instruct the legislative representative of San Francisco at Sacramento, to use his utmost influence in securing an amendment to Section 4131, Political Code of California.

With the return of our armed forces, this department will be required to handle about 75,000 military discharges, which means 450 folios and the services under the present system of 20 copyists for one year, at an expenditure of $36,000.00. There will be no charge to the members of the armed forces for this service.

Recording of marriage licenses in this department has increased from 5903 in the year of 1939 to 11,568 for the first six months of 1945.

We urge that all members of the state legislature from San Francisco, the Mayor and the members of the Board of Supervisors assist in having the legislature amend Section 4131, Political Code of California.

COUNTY CLERK.

This department is headed by the Honorable Herman van der Zee, County Clerk, and ably assisted by Mr. Robert Munson, Chief Clerk.

We find the County Clerk's office most efficient in handling the many thousand of papers filed monthly in this office.

A close check will discover three (3) outstanding facts, namely:

1. Flat filings are now used instead of the old-fashion methods of bundle filing.

2. All filings and records are kept up to date daily, which we consider an unusual record for a County Clerk.

3. Record checking in this department is done by a double checking system.

This department has installed a photographic machine which has proven the value of this system and is the main reason why we recommend this equipment for use in the Recorder's Office.

PUBLIC ADMINISTRATOR.

This department is under the jurisdiction of the Honorable Phillip Katz who is doing a splendid job.

It consists of 14 employees crowded in a small room.

We recommend that ways must be established at an early date to provide this department with more floor space in order that the department might operate more efficiently.

Respectfully submitted,

SAMUEL CERF, (SIGNED)
Chairman,

WARD L. JUNKER,

HUGH W. HANDLEY.

6. CITY ATTORNEY, DISTRICT ATTORNEY, PUBLIC DEFENDER.

The physical appearance of the City Attorney's Office has been changed during the past year. The main corridor of the City Hall has been partitioned, the library moved from its former location into the hall which adjoins the Retirement Board, and the former library space converted into offices, as has the former entrance room. Even with this added space there are not sufficient offices for the attorneys, and men are located in the corridor and in dark spaces that are not conducive to obtaining the best results from the attorneys. The entire space now occupied by the Retirement Board should be turned over to the City Attorney and afford attorneys proper working conditions.

The taking over of the operative properties of the Market Street Railway has far exceeded the estimates of the legal work resulting from the acquisition of these properties.

The following figures were obtained from the City Attorney's Office and they apply from January 1, 1945 to December 1st.

The number of accidents to passengers and damage to property, which includes trivial matters such as torn stockings, up to death cases, totals 13,618. The Claims Department settled 2,758 of these and there have been 617 suits filed in the courts, divided: 309 in the Superior Court, 207 in the Municipal Court and 1 in the United States District Court. The office tried 97 cases arising out of the operation of the railway and settled 140.

Since January 1st there have been 124 other suits filed against the City arising out of the conduct of the various departments.

Another series of suits arise out of the depredations done during the celebration of VJ Day. These claims total 423 and as yet none of them have been tried.

The City Attorney has rendered 96 opinions to officers, boards and commissions during the first eleven months of the current year.

City Attorney O'Toole recognizes that he must have more deputies to carry on the legal work of the City adequately and has not applied for the assistants as he has no space to allot them in which to work. He has expressed the intention of making application for additional assistants and allowing these assistants to occupy their down town offices, but states this deprives him of full supervision over these deputies and dislikes adopting this plan.

The business of the office is being diligently and for the most part successfully handled, but it is our recommendation that more adequate space and added assistants be provided the City Attorney.

DISTRICT ATTORNEY.

During the course of the year the District Attorney's office has presented to this jury numerous and complete criminal matters involving practically all aspects and types of crime. It has been possible for this jury to obtain a fairly accurate cross-section of the type of problems presented to the District Attorney's office generally and at the same time the jury has been able to evaluate the capacity of the District Attorney's office to cope with such matters. Suffice it to say that it is the unqualified opinion of this jury that the City and County of San Francisco is capably, adequately and intelligently represented in its District Attorney's office; that the District Attorney, Edmund G. Brown, is a man of energy and resourcefulness and administers his office with excellent judgment; that the staff under the District Attorney is capable and dispatches matters presented to it with fairness, impartiality and skill.

Particular commendation should be made for the District Attorney's action in procuring a conviction against two individuals who were convicted of attempting to bribe a prize fighter. The jury had the opportunity of seeing this matter unfold from the beginning and it was a difficult problem not only in its investigation stages, but also in the trial which resulted in a conviction.

6. CITY ATTORNEY, DISTRICT ATTORNEY, PUBLIC DEFENDER. (continued).

The Grand Jury feels that Mr. Brown personally together with his staff should be accorded special praise in this conviction having in mind the difficulty of proof and the fact that in obtaining such conviction under such circumstances a definite contribution has been made to the City and County of San Francisco.

Assigned to the Grand Jury was Deputy District Attorney Marshall E. Leahy, and the Jury wishes to commend Mr. Leahy for his stervices in connection with the voluminous matters presented to the Grand Jury during the year, and for his excellent work in the presentation of the same.

PUBLIC DEFENDER.

Under the County Charter, in criminal cases, it is the duty of the Public Defender, either upon request of the defendant, or upon order of the court, to defend all persons who are not financially able to employ counsel and who are charged in the Municipal or Superior Court, with the commission of a felony or other offense.

The work of the Public Defender's office has increased due to the number of service men passing through San Francisco and the many people out of War time jobs.

During the last fiscal year the office handled 637 cases in the Superior Court and 1271 felony cases in the Municipal Court. They made 4,487 appearances in all courts.

Public Defender Gerald J. Kenny and staff of four deputies and one Clerk-Stenographer have handled the work in a most capable manner.

Respectfully submitted,

LEO W. GOLDSTONE, Chairman

HARRY J. DANIELS,

HARRY E. WALSH.

7. SUPERIOR AND MUNICIPAL COURTS, CIVIL AND CRIMINAL, ADULT PROBATION.

During the past year your committee has visited various Civil and Criminal Courts, both Superior and Municipal, and has found the conduct of same to be thoroughly efficient and dignified.

INCREASE IN LITIGATION IN SUPERIOR COURTS. In 1939 State Legislation increased the number of Superior Court Judges from sixteen to eighteen, being the number considered necessary to handle the volume of litigation then before the Courts. For comparative purposes we quote hereinunder the number of cases handled at that time as against the number of cases during the past year.

	DIVORCE AND ANNULMENT	CIVIL ACTIONS	PROBATE
1939-1940	3,586	3,414	2,890
1944-1945	7,575	3,999	3,484

The above does not take into consideration any criminal actions.

At the present time there are three Superior Court Judges assigned exclusively to criminal work. Other Judges have permanent assignments that take all of their time on domestic relations, probate matters, law and motion calendar, juvenile court and Presiding Judge, thus leaving not more than ten Judges to handle all civil litigation.

It is recommended that State Legislation increase the number of Superior Court Judges assigned to this County from the present number of eighteen to a total of twenty.

Your committee is informed that there is available space in the Hall of Justice for another Court Room for a Superior Criminal Court. It is therefore recommended that when the present Criminal Court Judges are occupied in trials of long duration that the Presiding Judge assign another judge to criminal court work. It is also recommended that all Superior Criminal Court Judges convene court at 9:30 A.M. and thus complete minor matters and be ready to proceed to trial at 10:00 A.M. This is general approved procedure but is not observed in our Courts.

ELECTION OF JUDGES. It is our opinion that Judges should as far as possible be removed from the political arena. Too often a man eminently qualified for the position is defeated in a political campaign where any one having the filing fee and the ability of a good campaigner can run against him. The fact that an incumbent Judge has made a satisfactory record will not protect him from having to engage in a protracted political campaign. This is not so with Judges of the Appellate Court. They are only required to run against their records. If the record they have made is a good one, the voters by their votes of "yes" retains them in office. If the record is a bad one, they may be voted out of office. Under this system the record of the incumbent is the only issue. In our opinion this system is much preferable to the present one. We believe it should be extended to include the Judges of the Superior and Municipal Courts.

NEW COURTS BUILDING. In line with the recommendation of the 1944 Grand Jury we desire again to call attention to the fact that the present crowded room facilities for both the Jurists and Jurors are entirely inadequate. We are assured by Chief Administrative Officer, Thomas M. Brooks, and also by the City Planning Commission, that a new Courts Building is given high priority for early post war construction.

7. SUPERIOR AND MUNICIPAL COURTS. (continued).

SALARIES OF SUPERIOR COURT JUDGES. In line with the recommendation of the 1944 Grand Jury, this Jury assisted in having the Governor of the State of California sign a Bill whereby both Superior and Municipal Court Judges salaries were increased and we are now satisfied that the remuneration is sufficiently attractive so that we may safely expect to retain the honest and competent Judges presently serving.

This Jury was successful in having the compensation of the Court Reporters of the San Francisco Superior Court changed from the fee system to a salary basis without any cost to the City of San Francisco.

In general, your committee is well satisfied with the operation of both our Superior and Municipal Courts, and our commendation goes to the Judges and their very able staffs.

Respectfully submitted,

CHARLES F. WILLIAMS, Chairman,

JOHN CRANFORD,

DAVID H. RYAN.

8. POLICE DEPARTMENT, CORONER, LIQUOR PERMITS, MORALS.

This Committee feels privileged to comment upon what it believes to be the outstanding Department in our City and County government. We are indeed fortunate in this trying hour to have a Police Department that is so alert and so efficient.

The problems confronting the Department virtually challenge description. During the active war period the job was difficult enough with the vast influx of workers and the attendant problems. The emigration brought with it those elements of lawlessness which always accompany the transplanting of large masses of people. A certain percentage of the newcomers was definitely criminal. Others, only marginally so, adopted criminal activities under the pressure of circumstance: high wages, overcrowding, strange surroundings and temptations. But the mere fact that most of these people were working, helped keep them under control.

With the ending of hostilities the condition rapidly degenerated. The curtailment of production, threw a veritable army of people out of work, adding the element of enforced idleness to the destructive influences already present.

Under these circumstances, it was natural that crime should soar, and the latent potentialities were staggering. The Police Department, however, was equal to the occasion. The manner in which it coped with the situation is an everlasting monument to its personnel.

We find it difficult to single out agencies or individuals. We may point to the really commendable work of the Board of Police Commissioners or the fine accomplishments of the rank and file of the Department. Many individuals could be cited for their loyal and unselfish contributions to the welfare of our Community. We hesitate, however, to single out individuals where the team work is so excellent.

Nevertheless, there is one individual who we must name, a man who in spite of deficient manpower and in the face of traffic problems not exceeded, perhaps, anywhere else in the United States, managed, somehow, to accomplish this outstanding job of law enforcement. He provided the leadership and the executive capacities which made possible the smooth functioning of this intricate organization. That man, of course, is our Chief of Police, Charles W. Dullea.

We wish to make certain recommendations with a view to eliminating a number of more or less mechanical difficulties presently existing as follows:

MANPOWER:

The most perplexing problem confronting the Police Department at the present time is that of meeting an increase of crime in the community without adequate personnel. The present authorized strength of the department is 1,322 members. This figure is based on the annual appropriation ordinance. The actual strength, however, is 1,226 men. The department is operating with a shortage of 96 police officers.

Under the provisions of section 35 of the Charter, the department's authorized strength is one officer for every 500 inhabitants. This is in accord with the prevailing police practice throughout the United States, although some authorities recommend 2.5 police officers for every 1,000 inhabitants. With a population estimated to be in excess of 800,000 people, this department should have a force of some 1,600 police officers. It is recommended that the minimum authorized strength of the department be increased to 1,600 men.

TRAFFIC:

Under the provisions of section 35 of the Charter, the Police Commission has power to regulate traffic. In line with this provision and the inherent function of a police department to deal with traffic problems, it is recommended that the Police Commission be given authority, by ordinance, over the following controls which are now administered by the Board of Supervisors:

1. Designation of "NO PARKING" streets,
2. Designation of "NO STOPPING" streets,
3. Designation of one-way streets.

The present numerical strength of 50 officers assigned to two-wheel motorcycle patrol duty should be increased to 75 men. Experience and sound police practice indicate that the motorcycle patrol, vigorously enforcing moving violations, will contribute more to a decline in the accident rate than any other single factor.

A new traffic building should be erected for the centralization of all units and agencies administering the traffic program.

The success of the program of enforcing "no stopping" of vehicles on the north side of Post and California Streets between the hours of 4:00 and 6:00 P.M. has demonstrated the practicability of diminishing congestion and encouraging a free flow of traffic by this device. Further clearance of certain south-of-Market streets should be made. It is recommended that this program be endorsed and supported.

The minimum $5.00 fine for illegal parking in loading zones and on "no stopping" streets has resulted in a marked improvement in the downtown traffic problem. It is recommended that this fine be continued.

The personnel of the Accident Prevention Bureau should be increased from 60 to 80 men and the number of patrol cars should be increased from 16 to 24. This unit, as well as investigating vehicle accidents, acts in routine radio-car patrol duty.

COMMUNICATIONS:

The police radio transmitter has been rendered obsolete by new developments in the field of radio and fails to give adequate city-wide coverage. Surveys have revealed numerous "dead spots" in the city. A modern radio transmitter would remedy this situation.

A modern teletype system for inter-stations communications is also recommended.

POLICE TRAINING PROGRAM:

It is recommended that the in-service police training program which is being conducted at the present time by the Police Department at their Police Academy, be continued and expanded and that adequate facilities be provided in order that the new recruits entering the department will receive a type of training to fit them for rendering the maximum amount of police service to the citizens of this City and County.

In conclusion we wish to thank the Police Department for the many courtesies extended us throughout the year when we have been called upon to make investigations or to offer suggestions regarding police affairs.

Respectfully submitted,

CHARLES J. FOEHN, Chairman,

WILLIAM H. LOVINER,

WARD L. JUNKER.

POLICE DEPARTMENT-CORONER. (continued).

CORONER.

Dr. Kingston's department carried on during the past year in the efficient manner to which we have grown accustomed. In general the volume of business was greater than in the preceding year.

The Coroner's Office handled a total of 2760 cases as against 2644 cases in the year 1944. The number of inquests held was, or course, 2760. Autopsies performed amounted to 2744. Pathological examinations totaled 2315. The toxicologist made 1707 laboratory analyses. Several of the cases investigated, 904 altogether, were referred to private physicians. It should be mentioned that, of citizens summoned to appear, 926 served on Coroner's juries.

There was an increase of 40 in the number of motor vehicle traffic deaths in 1945 as compared to 1944. It should be noted that this increase from 103 in 1944 to 143 in 1945 represents an advance of 38.8% in such fatalities. This rather startling result is at least partially attributable to the fact that the end of gas rationing brought a substantial increase in the volume of motor vehicle traffic.

Occupational fatalities decreased from 31 in 1944 to 17 in 1945. The decrease here, of course, is a direct result of curtailment of production operations in this area, upon cessation of hostilities.

Homicides and suicides both increased, the former from 26 in 1944 to 34 in 1945, and the latter from 147 in 1944 to 161 in 1945. These results might have been anticipated since both types of fatalities are of emotional origin. The end of the war, however desirable in every other respect released certain harmful tendencies which had been held in check by the concentrated demands of the war effort. It appears quite likely that this lamentable state may continue for some time.

The Coroner's Office handled 55 cases involving fatalities to members of the armed service. This Office should be commended for the fine cooperation which it extended to the Army and Navy in conducting investigations of these cases.

Finally, we should note that the Coroner's Office received during the year $2,364.08 through certification of papers and verdicts, and transcripts of testimony.

Respectfully submitted,

CHARLES FOEHN, Chairman,

WARD L. JUNKER,

WILLIAM H. LOVINER.

9. FIRE DEPARTMENT - DEPARTMENT OF ELECTRICITY.

Your Committee presents the following as a final report of their activities, the information contained herein was obtained by inquiry and observation:

Despite the serious shortage of personnel which reached a maximum of 256 vacancies the Department enjoys a very enviable record of fire control and prevention during our recent years of abnormal conditions, caused by the great influx of people to our city, the increased activity of our shipyards and manufacturers of war materials and the excessive amount of warehouse space that was pressed into use to properly care for the great amount of commodities that were caused to pass through our port to the Pacific War Theatres. During this distressed period there were no serious delays in production or shipping caused by inefficient operation of our Department in either fire fighting or fire prevention. Your Committee feels that the entire Department should be commended for their efforts during this period.

The manpower shortage is being relieved by the return of war veterans to the ranks. There still remains a number of officer vacancies and it is suggested that a new eligible list for captain and lieutenant be created by the usual examinations.

In the year 1940, a survey of all firehouses was made by Mr. H. M. Engle, Civil and Structural Engineer, and he recommended that sixteen of our very old houses be replaced, the Department received a certain sum in the 1945 budget for the replacement of some of these houses. It is suggested that a housing program be carried on whereby some of these buildings will be replaced each year in order that our Department personnel and equipment eventually will be properly housed.

The High Pressure System is maintained in good order. It is suggested that the extension of this important system be given serious consideration.

There are now 149 fire cisterns which are held ready for emergency use. It is suggested that a number of additional cisterns be installed to further enable the Department to cope with any emergency.

There are some 6708 fire hydrants in use, these are serviced and painted with regularity. All of the obsolete 2½ inch outlet hydrants are being replaced as fast as the manufacturers deliver the new bodies, this work has been completed in St. Francis Wood and most of the West of Twin Peaks area.

The Department now has on order a number of Fog Nozzles which when received and put into use will tend to reduce loss by water and will create an easier entry to a fire. It is suggested that as this type of equipment is developed the Department be granted further sums of money for the purchase of same.

The rolling stock of the Department is kept in good running condition, some of the equipment is quite old and should be replaced in order to maintain maximum efficiency and to reduce maintenance costs.

Respectfully submitted,

WARD L. JUNKER, Chairman,

CLAUDE H. JINKERSON,

RALPH PINCUS.

10. HEALTH DEPARTMENT, HOSPITALS.

The Department of Public Health was found to be well administered notwithstanding its size, diversification and geographical spread and it appears to be alert to improved medical practices and efficient business procedures.

The Central Office of the department includes the services of administration, accounting, vital statistics, communicable disease control, inspections, laboratories and public health nursing.

Like others the department is now in a period of postwar adjustment. Since VJ Day an improvement is noted in recruitment of certain classes of personnel, notably doctors, dentists and a few classes of institutional help. The shortage of registered nurses, however, still remains acute and there appears to be no immediate prospect of improvement.

A substantial increase in fees and collections is noted totaling several hundred thousand dollars, due to closer supervision of practices for billing hospital patients able to pay, an increase in the State tuberculosis subsidy effective September 15, 1945, and a resumption in installation of household appliances and home building activity.

A comprehensive program of building and plant maintenanca, repair and modernization for the institutions and structures of the department has been developed with the objectives of maintaining and restoring its physical properties to good appearance and efficient operation.

The postwar period finds the Bureau of Vital Statistics still active because of the increase in population and requirements of returned military personnel and their dependents.

The Bureau of Communicable Diseases has conducted aggressive case finding programs in the fields of venereal diseases and in tuberculosis in conjunction with the San Francisco Tuberculosis Association, as well as control of other contagious diseases.

Sanitary control of food establishments has been reasonably well maintained despite the absence of trained help and shortages of equipment and materials in the food inductry itself. The shortage of adequate housing has and will continue to require the closest of supervision in that field.

The Chemical and Bacteriological Laboratories are maintained as physically separate entities and the department intends that these will be consolidated to permit proper correlation and direction. This consolidation will be a distinct improvement and should promote efficiency. It is noted that the activity of the Bacteriological Laboratory by virtue of its examination of blood samples is closely allied with the case finding program for venereal diseases mentioned above.

The year 1945 has witnessed the establishment of the Westside Health Center at Sutter and Pierce Streets. The opening of this center constitutes an expansion of the generalized public health nursing program. The department contemplates that the generalized program will eventually blanket the entire city, There is no doubt that the expansion of that program is most desirable and should be undertaken progressively.

LAGUNA HONDA HOME. Whereas the total number of inmates at the institution has remained approximately constant, it is noted that a shortage of beds for the chronically ill still exists. While fiscal provision has been made for opening two additional wards these are not functioning due to inability to recruit the minimum number of registered nurses needed for them.

Several building improvement and maintenance projects, including sanitary facilities for ambulatory men and some painting of building exteriors have been completed. However, there is still

10. HEALTH DEPARTMENT, HOSPITALS. (continued).

considerable yet to be done and the Department of Public Health and the Chief Administrative Officer are in accord that maintenance work of this character shall be programmed for annual budgetary consideration in preference to the more costly method of financing these needs by an eventual bond issue.

The trend toward fewer employable inmates continues. The type of inmate heretofore available for simple duties at the institutions is on the decline, partly because some of these are able to domicile themselves on the outside under the allowance granted for Old Age Assistance. The increase in the average life span also necessitates a greater need for facilities for the chronically ill. Accordingly Civil Service help to operate the institutions must progressively replace inmate help.

SAN FRANCISCO HOSPITAL. The principal problem at San Francisco Hospital is the shortage of graduate nurses. Of a total of 203 nursing positions authorized by the budget only 158 are filled. Thirty-one other nursing positions which could not be filled were eliminated in the 1945-46 budget. Of 22 nurses on military leave one has returned to San Francisco Hospital ward work.

Particular attention is directed to the need for maintenance, repairs and modernization. Much of the plant of the hospital has been in continuous operation for over thirty years and there is a considerable backlog of maintenance work to be done. As stated above, the Department of Public Health and the Chief Administrative Officer are in agreement that this deferred work should be budgeted annually over several years and the programming of this work has been carefully prepared in the department.

EMERGENCY HOSPITALS. A distinct improvement since VJ Day is noted in the recruitment of surgeons for the several Emergency Hospitals. Whereas on occasion surgeons could not be always obtained for this twenty-four hour service throughout the year, that situation no longer prevails and all surgeons' posts are now filled.

Replacement of the Park Emergency Hospital and modernization of the Central Emergency Hospital are urgently needed. These projects are included in the program of the department to be financed in future annual budgets.

HASSLER HEALTH HOME. The buildings at Hassler Health Home are designed to accommodate 270 tubercular patients, exclusive of the children's building. The present patient load is 180. On the other hand the Tuberculosis Division of the San Francisco Hospital is occupied to capacity and a list of candidates for tuberculosis care await admission.

The department is cognizant of this problem and has already taken steps to fill all the available beds in the institution.

Respectfully submitted,

LEO GOLDSTONE

HUGH HANDLEY,

LES VOGEL

11. EDUCATION, SCHOOLS, LIBRARIES.

The recommendation of last year's Grand Jury that extreme caution be taken in the selection of those in charge of the youth of our City was discussed with Dr. Warren, Superintendent of Schools who informed us that more agencies are being consulted in the selection of personnel. A Personnel Board has also been established, and this Board takes care of promotions within the Department. Formerly only the Director of Personnel had charge of these matters. The practice of holding examinations for the promotion of teachers to vice-principals is now being followed. Another new policy is that teachers without an A. B. degree are not eligible for promotion.

The school buildings are in a bad state of repair. The space for the buildings has always been inadequate. A minimum of twelve acres should be provided for high schools. The Committee recommended that the Board of Education make a comprehensive study of population trends in San Francisco in order that a building program based on adequate information may be developed. In answer, in June Dr. Warren sent the Committee a copy of the "San Francisco Unified School District Suggested Six-Year Building Program", a copy of which is appended. In reference to this program we recommend that machinery be set in motion for the purpose of purchasing property in districts where future high schools are planned, notably in the Bayview district which would serve the Potrero, Bayshore, and Bernal Heights sections as well.

Respectfully submitted,

MRS. BEATRICE FLICK, Chairman,

JOHN L. SILVEY,

CLAUDE H. JINKERSON.

LIBRARIES.

The Main Library and the branch libraries are administered as a unit. The circulation of books has increased remendously since 1941; last year including reference works, etc. the circulation was about 11,000,000. Two new branch libraries are provided for in the present budget, but others are needed, seven, according to the Librarian's estimate.

Mr. Rea, Chief Librarian, retired recently after many years of devoted service.

Inasmuch as the appropriation for the libraries is low in comparison with that of other cities and no general survey of our library system has been made since 1928, we recommend that a survey of library needs and of positions and qualifications for positions be made as soon as possible; and that a copy of this recommendation be sent to the Library Commission.

Respectfully submitted,

MRS. BEATRICE FLICK, Chairman,

JOHN L. SILVEY,

CLAUDE H. JINKERSON.

SAN FRANCISCO UNIFIED SCHOOL DISTRICT SUGGESTED SIX-YEAR BUILDING PROGRAM.

May 16, 1945.

This recommendation is based on the data we now have and represents our best thought of our needs, and of the allocation of funds for those needs at the present time. It is subject to changes and review as new information is presented.

	LAND COST	ARCHITECT FEES	CONSTRUCTION COST	TOTALS
FIRST YEAR.				
Abraham Lincoln High	$	92,000	1,150,000	1,242,000
Miraloma Elementary		24,000	300,000	324,000
Merced Manor Elementary		24,000	300,000	324,000
				1,890,000
SECOND YEAR.				
Sunset Jr. High, including Swimming Pool	40,000	80,000	1,000,000	1,120,000
S.F. Junior College Unit 2		98,000	1,400,000	1,498,000
				2,618,000
THIRD YEAR.				
Portola Jr. High-Gymnasium, Classroom & swimming pool		30,000	375,000	405,000
Vocational School		60,000	750,000	810,000
Commodore Stockton Playground		6,000	75,000	81,000
Grant Playground		3,200	40,000	43,200
Francisco Jr. High-Addition, including Swimming Pool	50,000	40,000	500,000	590,000
				1,929,200
FOURTH YEAR.				
Lowell High-New Laurel Hill Site		?	?	1,750,000
S. F. Junior College, Unit 3		32,000	400,000	432,000
				2,182,000
FIFTH YEAR.				
Geo. Washington-Completion of Building Unit & Athletic Field		10,800	135,000	145,800
Jas. Denman Jr. High-Final Unit and Swimming Pool		24,000	300,000	324,000
High School-Bay View area	?	?	?	1,500,000
				$ 1,969,800
SIXTH YEAR.				
S.F. Junior College, Units 4 & 5		50,000	700,000	750,000
Elementary School-43rd Ave. and Ortega Street		24,000	300,000	324,000
Swimming Pool, location undetermined	?	?	?	125,000
Auxiliary units desirable for effective operation:				
Administrative Building				850,000
Central Warehouse				500,000
				2,549,000
GRAND TOTAL				$13,218,000

Possible needs indicated by present building trends:

Lake Merced area, additional elementary facilities.
Bay View and Hunters Point area, additional elementary facilities.

The preceding costs do not include equipment. Past experience indicates cost of original equipment in new schools is as follows:

Senior High Schools	$ 165,000
Junior High Schools	95,000
Elementary Schools	6,500

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12. JUVENILE DEPARTMENT, COURT AND PROBATION, DETENTION HOME, RECREATION, PARKS AND ENTERTAINMENT.

This Committee visited the Juvenile Court, Detention Home, Log Cabin Ranch School and conferred with the Honorable Theresa Meikle and Chief Probation Officer George W. Ososke. We inspected the physical layout and operations of the Juvenile Departments, and went into much detail regarding the handling and the treatment of youth.

We find that juvenile problems increased in the year 1945 caused, the Department believes, in the main by a serious housing problem and influx of workers into our community.

A report by the Department, studied by the Committee, set forth statistics demonstrating the increased flow of work in the Juvenile Department.

On the total recapitulation for 1944, 5,532 children were shown; for the year 1945 the total is 8,329 children. In 1944 unofficial cases numbered 3,186; in 1945, 4,577.

In September 1944 three juvenile probation officers were assigned to work in the prevention field. This new idea in child welfare work is reported as being very successful.

It should be explained that the unofficial cases are the result of the sifting process that takes place upon every child coming to the attention of the Court. A child classified as unofficial is so classified on a prevention basis whereby the Juvenile Court Department prevents the child from becoming an official ward of the Court. The actual prevention cases under intensive case work number 543.

Complete reorganization of the Educational program of the Log Cabin Ranch School is reported by the department and the teaching staff at the school has been increased by two additional teachers, one a trained agricultural teacher, the other an academic and shop instructor. In previous reports of this Committee we commended the department on the manner in which the school is conducted, and also the progressive programs that are now in operation.

The Edgewater School for Girls, located at Noriega and Great Highway, was recently established and gives the department additional facilities, also eliminating crowded conditions in the Detention Home.

Fourteen acres located on Laguna Honda Home properties, was selected as the site for the new Juvenile Home. The architect has been selected and is now in the process of drawing plans. Construction will be on the separate unit system, an approach to the home environment and a complete departure from the existing facilities at the present Detention Home at 150 Otis Street.

The Juvenile Department reports that despite a slight increase in personnel at the beginning of the fiscal year, the department has been unable to carry on the increased number of cases coming in to the department.

The Department and Probation Committee have also recently recommended that proper salary be paid to the various classifications in the Juvenile Court Department where facts can justly support a specific increase.

The Committee recommends that every consideration be given to the requests for additional personnel and adequate salaries. San Francisco's Juvenile Welfare program should not become hampered by unwise economy, especially in view of the fact that Juvenile problems are on the increase.

12. JUVENILE DEPARTMENT. (continued).

We believe that outstanding work is being done in the San Francisco Juvenile Welfare field. The Department's trend toward modern and progressive ideas in the handling and treatment of youth is bringing national recognition.

We have nothing but praise and commendation for the work of the Juvenile Court Department and other public and private agencies who have all worked unceasingly in behalf of our youth, and in spite of the increased juvenile problems, have kept the delinquency rate in San Francisco less than any large metropolitan city in the United States.

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RECREATION:

This Committee believes that the recreational facilities and the planned additions for San Francisco, as outlined to us by Miss Josephine Randall, are in the main adequate. We are informed that the work and planning of the Commission is still hampered by the inability to secure the services of young and capable youth recreation directors.

Reports of vandalism in Recreation centers and the Parks have been investigated by the Committee and it is the belief of the Committee that, as an aid to prevention, more publicity could be given to this problem, and more sever penalties meeted out to persons caught in acts of vandalism. The Recreation Department, in this Committee's opinion, is doing very commendable work.

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PARKS:

San Francisco is proud and justly so of its Parks. Recent acts of vandalism in our Parks have received much attention from the Park Commission. Public attention should be drawn to these acts of vandalism and means to prevent such acts should be sought by all civic authorities.

The Committee believes that consideration should be given to the advisability of constructing for San Francisco a new modern athletic Stadium to replace Kezar Stadium, which is no longer adequate.

The function of our Parks and their maintenance is without any apparent unfavorable comment.

Respectfully submitted,

CLAUDE H. JINKERSON, Chairman,

MRS. BEATRICE FLICK,

JOHN L. SILVEY.

12. JUVENILE DEPARTMENT.

Your Committee on Juvenile Department herewith respectfully submits a report on an inspection made of the Detention Home and of the Log Cabin Ranch School for Boys.

On October 24th, Mrs. Beatrice Flick and Claude Jinkerson visited the Detention Home and Juvenile Court. They conferred with Mr. George Ososke, Chief Juvenile Probation Officer; inspected the premises and operations of the Detention Home at 150 Otis Street, and went into considerable detail regarding plans for new Juvenile Buildings to be erected on the Laguna Honda site. It is estimated by Mr. Ososke that the new Juvenile Buildings will be completed in approximately eighteen months and that construction will proceed as rapidly as careful planning will permit.

The Detention Home at 150 Otis Street is entirely inadequate, with insufficient space and facilities. These conditions will be corrected only when the new Juvenile Buildings are completed. To alleviate conditions at the Detention Home, and as a temporary measure, Mr. Ososke recently recommended to Mayor Lapham that the City lease the building now available at Noriega and Great Highway and that it be used for a girls' center. This building is being released by the Naval Aid Auxiliary and the Juvenile Department can take it over with the present full equipment that was installed by the Government during the war. The cost of operation for a year, with staff, is estimated at $24,000.00 The building would afford accommodations for approximately forty girls.

Your Committee approves Mr. Ososke's suggestion that the City lease the building at Noriega and Great Highway and recommends that the Grand Jury send a letter to his Honor Mayor Lapham setting forth our views on this matter.

On October 26th, Ward Junker and Claude Jinkerson visited the Log Cabin Ranch and investigated the operation and facilities of this Boys' rehabilitation center.

The Juvenile Department deserves a lot of credit for the splendid job that they are doing at the Log Cabin Ranch. Your Committee would recommend that the entire Grand Jury visit this school for boys. The Committee believes it to be a forward step in the rehabilitating of delinquent youths and the program outlined to us by Mr. Ososke is not only progressive but, in the Committee's opinion, is also very sound and will lead to further credit and recognition being given to the efforts of the City and County of San Francisco in the treatment of juvenile cases. At the Log Cabin Ranch there were some forty-five boys ranging from twelve to sixteen years of age. The problem of securing teachers for the ranch school has been serious and was reported recently by the newspapers here, but we believe this problem will be settled satisfactorily in the near future, from the report given us by Mr. Ososke.

Respectfully submitted,

CLAUDE JINKERSON,
Chairman.

BEATRICE LUDLOW FLICK.

13. PUBLIC UTILITIES COMMISSION, AIR PORT, HETCH HETCHY, MUNICIPAL RAILWAY, WATER DEPARTMENT.

AIR PORT. An official visit was made to our International Airport which is ably and efficiently managed by Mr. Bernard P. Doolin and a staff of very capable assistants. At the last general election held in November the citizens of San Francisco by their vote approved a $20,000,000 Bond issue to cover a five year construction period. The plans are ready for this expansion and it will not be long before construction is under way. The development of facilities for proper handling of airplane service is of great moment and concern of San Francisco.

Our airport is recognized as one of the Nation's leading airports. At the present time over five thousand people are employed there in private industry with a payroll averaging more than fifteen million dollars annually. Your committee was greatly impressed with the importance of this project and recommends that succeeding Grand Juries be helpful to aid the Airport officials to complete this vital and necessary project which means so much to the business life of San Francisco.

HETCH HETCHY. Your committee made an inspection trip to the Hetch Hetchy project under the guidance of Mr. Tom Irwin and other officials of the Public Utilities Commission.

We inspected the O'Shaughnessy Dam, The Mather Recreation Camp, The Early Intake Diversion Dam and Power House; The Cherry Creek Aqueduct, the Priest Dam, The West Portal, The Moccasin Creek Power House, The Red Mountain Bar Siphon, the Oakdale and Irvington patrols.

It is hardly possible for anyone who has not seen the Hetch Hetchy project to realize its magnitude or the great engineering problems involved in its construction. Its value to San Francisco lies not alone in the abundance of pure mountain water it will bring to our City, but also in the great amount of power that can be developed and sold, if an when the Raker Act will be amended or modified or interpreted in favor and to the benefit of San Francisco.

Generally speaking, the system is in very good condition. The employees are conscientious and efficient. The several Superintendents and foremen in their respective fields are recognized, and in their professions are outstanding.

We recommend that every citizen of San Francisco should arrange for an inspection trip of the Hetch Hetchy project so as to be conversant with it, which means so much to San Francisco.

MUNICIPAL RAILWAY. With the acquisition of the Market Street Railway system we have now an unified street railway system that is in the process of improvement and betterment. This unified system has now been in force and effect for the past fourteen months and is far from being satisfactory. It was promised when the Market Street Railway system was acquired that the service would be improved in six months. This is not the fact. If anything the service is not very much improved. The condition of the street cars on many of the operating lines is such as to question their operating safety. The operating officials of the Municipal railway system advises that the condition mentioned is due to lack of competent mechanics and material but hope to overcome this obstacle within the next three months as they are now getting help and material. The Public Utilities Commission have recommended a raise in street car fare from seven cents to eight and one-third cents (three for a quarter) with straight fare ten cents. This recommendation is now in the hands of the Board of Supervisors for approval or rejection.

13. PUBLIC UTILITIES COMMISSION, AIRPORT, HETCH HETCHY, MUNICIPAL RAILWAY, WATER DEPARTMENT. (continued)

WATER DEPARTMENT.

San Francisco holds a very enviable position of having not only sufficient water for its own use, but is also able to supply her near-by communities.

It is estimated that consumption is 110 million gallons more or less daily. The Spring Valley system acquired by the City had required heavy maintenance and replacement. It is considered in goodcondition at the present time. Shifts in population to the Outer Mission, West of Twin Peaks and Sunset Districts will require additional mains and reservoirs.

Some few years ago the Public Utilities Commission lowered the water rates to about fifteen (15) per cent of the then existing rates. Some two months ago the Commission restored the old rates. Your committee is of the opinion that a lower water rate is in order and recommends that the Public Utilities Commission give consideration to lowering of water rate.

Respectfully submitted,

HARRY E. WALSH, Chairman,

CHARLES J. FOEHN,

OTIS COLLIN.

DEPARTMENT OF PUBLIC WORKS, ENGINEERING, BRIDGES, REAL ESTATE, WEIGHTS AND MEASURES.

Due to wartime conditions the activities of the Department of Public Works, Engineering, Bridges and Real Estate, were very limited insofar as any new projects were concerned.

The Department of Public Works, however, in connection with its engineering and architectural bureaus have been busy during the past two or three years in making surveys and estimated expenditures for the post war period.

Attached hereto and made a part of this report is a part of the post-war construction program dealing largely with construction of additional schools, and additions to the present schools, made necessary by the increasing population, that was submitted to Mr. H. C. Vensano, Director of Public Works, by the Bureau of Architecture July 1st, 1944, as follows:

1.	The Courts Building - Civic Center	$5,000,000.00
2.	Department of Public Works Yards and Shops	1,145,532.00
3.	Traffic Bureau and Court Building	300,000.00
4.	Abraham Lincoln High School Gymnasiums	383,000.00
5.	Abraham Lincoln High School Additional Classrooms	300,000.00
6.	Abraham Lincoln High School Auditorium	351,000.00
7.	Lowell High School-Girls' Gymnasium	185,000.00
8.	Central Automobile Repair Shop	350,000.00
9.	Ulloa Elementary School	350,000.00
10.	Park Merced Elementary School	350,000.00
11.	Miraloma Elementary School	350,000.00
12.	Lawton School-Additional Classrooms	175,000.00
13.	San Francisco Junior College New Classroom Wing	800,000.00
14.	San Francisco Junior College Addition to Gymnasiums	130,000.00
15.	San Francisco Junior College Auditorium and Theatre	1,500,000.00
16.	James Denman Junior High School Auditorium and Music Department	300,000.00
17.	George Washington Music Department	100,000.00
18.	Juvenile Detention Home No site acquired yet.	
19.	Richmond District Emergency Center (Health Department)	150,000.00
20.	Bayview District Emergency Center (Health Department)	150,000.00
21.	Fire Department Headquarters (Civic Center)	275,000.00
22.	Registrar's Warehouse for Voting Machines	150,000.00

Forty out of fifty present Firehouses should be reconstructed at a cost of $55,000.00 each to replace all frame buildings or those that do not meet structural requirements for earthquakes.

Three new Police Stations should be constructed to replace Mission, Ingleside and Park Stations at a cost of $75,000.00 each.

In addition to the post war work set forth above, which deals exclusively with construction and enlargement of additional schools and with construction of firehouses and police stations, Mr. H. C. Vensano, Director of Public Works, submitted additional post war projects to the City Planning Commission July 22nd, 1944, as follows:

1.	Lake Merced Sewer System	$3,500,000.00
2.	Market Street Reconstruction Valencia to Castro	90,000.00
3.	Lombard Street Traffic Signals	*23,000.00
4.	19th Avenue Traffic Signals	*51,000.00

*Revised September 1, 1944.

5.	Lincoln Way Outfall Sewer	$220,000.00
6.	Ingleside Sewer System, Sec. "B"	160,000.00
7.	Scott Street Sewer System Enlargement Sections "A" "B" "C" "D" "E"	*1,200,000.00
8.	Napoleon Street Sewer-Jerrold to Selby	140,000.00
9.	Army Street Widening-Harrison to Guerrero	702,000.00
10.	San Jose Ave. and Guerrero St. Widening Army to Randall	809,000.00
11.	Guerrero St. Sidewalk Narrowing and Channelization Market to Army	330,000.00
12.	Third St. Custer to Bayshore Center Island and Paving	129,000.00
13.	Upper Army Street Sewer System, Sec. "A"	106,000.00
14.	Lower Islais Creek District	250,000.00
15.	Lower Army St. Sewer	125,000.00
16.	Laguna St. Diversion	40,000.00
17.	Locust and Jackson	30,000.00
18.	Baker Street outfall	90,000.00
19.	Sidewalk Narrowing California St. Sansome to Montgomery	10,000.00
20.	Persia Avenue Extension, Mission to Alemany	*61,000.00
21.	Sidewalk Narrowing, California St., 8th Avenue to 32nd Avenue	140,000.00
22.	Yards, Offices and Shops for maintenance Bureaus, Department of Public Works and Purchaser of Supplies	1,145,000.00
23.	Courts Building Civic Center	5,000.000.00
24.	Richmond Sunset Sewage Treatment Plant enlargement	600,000.00
25.	North Point Sewage Treatment Plant	7,500,000.00
26.	Islais Creek Bridge	1,250,000.00
27.	Portola Drive Widening and Realignment	5,500,000.00
28.	Sidewalk Narrowing Second Street Market to Harrison	67,000.00
29.	Mission Street Reconstruction	814,000.00
30.	Upper Army St. Sewer, Secs. "B" "C" "D"	700,000.00
31.	LaPlaya West Sunset Sewer, Sec. "C"	353,000.00
32.	Vicente Outfall Sewer, Sec. "B"	309,000.00
33.	18th St. Sewer, Shotwell to Douglas	700,000.00
34.	Lake St. District Sewer Enlargement	1,300,000.00
35.	Potrero Avenue Sewer, 25th to Army	35,000.00
36.	Evans Avenue Bridge	92,000.00

* Revised September 1, 1944.

37.	Geneva Ave. Extension, Mission to Alemany	88,000.00
38.	Vicente Sewage Pumping Plant and Plant at 48th Avenue and Fulton	250,000.00
39.	Monterey Blvd., Ridgewood to San Anselmo	170,000.00
40.	Clipper St. Douglas to Portola	200,000.00
41.	Traffic Bureau and Courts Building	300,000.00
42.	Broadway Tunnel	3,200,000.00
43.	Sunset Blvd. Extension across Golden Gate Pk.	410,000.00
44.	Anza St. Parker to Masonic	184,000.00
45.	Stanley Drive, Junipero Serra to Orizaba	190,000.00
46.	Stanley Drive underpass at Junipero Serra	222,000.00
47.	Reconstruction Mission Viaduct	300,000.00
48.	Junipero Serra Channelization, Ocean to County Line	130,000.00
49.	Alemany Channelization, Mission to Junipero Serra	240,000.00
50.	Trumbull, Mission to Alemany	170,000.00
51.	Webster St. Extension to Market St.	80,000.00
52.	Repave Marina Blvd. Laguna to Lyons	170,000.00
53.	Sixth St. Viaduct	*5,100,000.00
54.	Golden Gate Park Crossing, 19th Avenue to Funston	2,200,000.00
55.	12th and McCoppin, Market to Bryant	1,070,000.00
56.	Lake Merced Sewage Pumping Station	450,000.00
57.	Great Highway Esplanade	1,860,000.00
58.	Waller St. Widening and Buena Vista Park Tunnel	4,130,000.00
59.	Richmond Sunset Sewage Improvement Treatment Method	500,000.00
60.	Sidewalk Narrowing, Webster, Duboce and Broadway	189,000.00
61.	Sidewalk Narrowing, Bryant St. Division to Army	188,000.00
	T O T A L.....	$*57,553.000.00

*Revised September 1, 1944.

14. BOARD OF PUBLIC WORKS. (continued).

The construction of the projects in some of the contemplated expenditures, set forth above, are immediately necessary, but the entire program is expected to require a considerable number of years for its completion.

The three members of our Committee held one meeting with Mr. Vensano, Director of Public Works, and with Mr. Sidney Hester, Assistant Director, in their offices in the City Hall. One or two members of the Committee met with Mr. Vensano, Director of Public Works, briefly since that time.

At this time, we desire to report that our Committee has investigated the facing of the wall on the Orpheum Theatre Building. We started in with this from the inception, which was in 1925, and all information was rather vague. However, every paper that was shown us regarding the guarantee that the building would be faced does not mention with whom the guarantee was made and if any money was put up to cover this guarantee we could not seem to get any definite information. One of the Committee, Mr. Robitscher, was very active in doing work on this and has information that probably would be of benefit to the incoming Grand Jury.

In conclusion, the Committee desires to take this opportunity of expressing its appreciation for the courtesies and cooperation extended to our Committee by Mr. Vensano and Mr. Sidney Hester.

Respectfully submitted,

DAVID H. RYAN, Chairman

SAMUEL CERF,

EARL M. ROBITSCHER.

15. SHERIFF, BOARD OF SUPERVISORS, LEGISLATION.

This committee was entrusted with the work of investigating and reporting to the Jury on the Sheriff's office, Board of Supervisors, and Legislation of the City and County of San Francisco. Matters dealing with the Board of Supervisors and Legislation will be separately reported and the present findings are addressed solely to the Sheriff and his office.

The Sheriff of the City and County of San Francisco, among other duties, is entrusted with the work of regulating, handling and operating the county jails and in particular County Jail No. 2 located in the County of San Mateo, State of California. All of the employees of said jails are directly under the control and supervision of the Sheriff and responsible to him.

In the course of the Jury's work reports were received to the effect that conditions at the County Jail No. 2 were unsatisfactory. Such reports took the form recently of personal testimony of one of the inmates, which the Jury felt obliged to receive in view of the seriousness of the charges. After the testimony was received at a formal Jury hearing the Committee was dispatched without appointment to County Jail No. 2 to personally investigate the testimony. As a result of that investigation the Committee recommended to the Jury that a further formal hearing be had at which the testimony of all persons in control of the county jail and in charge of the administrative affairs of the Sheriff's office be received. Extensive hearings were conducted in accordance with this suggestion and after a consideration of the testimony and of the facts as reported and observed by this Committee the Grand Jury adopts the following as recommendations to the Sheriff of the City and County of San Francisco in the future administration of the county jails:

I.

(a) PRESENT PRACTICE.

There is employed by the Sheriff's office a physician and surgeon who visits the jails each week day and makes himself available at that time for any inmates who might have expressed a desire to see the doctor. Cursory oral examinations are given the inmates upon entrance but no physical examination is given except in special instances which are the exception rather than the rule. Women inmates during pregnancy abide by the same rules, regulations and practices and receive no segregation from the other inmates. Illnesses arising during the night find no doctor in attendance and the practice is that the doctor is only available the following morning. Inmates infected with venereal or other diseases receive no segregation.

(b) JURY'S RECOMMENDATION.

1. All inmates, male and female, shall receive a complete physical examination by a licensed physician on admittance, and thereafter shall receive monthly check-ups regardless of their request therefor.

2. All venereal or infectious cases shall be segregated and separate facilities shall be provided or made available to them.

3. Proper prenatal care shall be provided and thereafter hospitalization when necessary for any inmates during pregnancy.

4. Full-time male and female internes shall be present at both the men's and women's jails. Jury feels such could be accomplished without additional expense to the City by making use of the graduate physicians interning at the teaching hospitals of the City and County of San Francisco.

II.

SANITATION.

(a) PRESENT PRACTICE.

Male prisoners are allowed in most cases daily baths; female prisoners are limited to two baths per week. A more than ordinary amount of cockroaches, worms, ants and other insects are visible in the kitchens, dining rooms, storage rooms and other facilities of the prison. Little or no provision has been made for the sterilization and cleaning of mattresses and blankets of inmates either when leaving the prison or otherwise.

(b) JURY'S RECOMMENDATION.

1. Male and female inmates shall be permitted to take daily baths.

2. Adequate and complete safeguards shall be installed to minimize and/or prevent cockroaches, worms and other insects from overrunning the facilities of the prison, with particular reference to the kitchen, dining room and storeroom facilities.

3. Blanket and linen changes should be provided whenever an inmate leaves the prison. At all other times cleaning and sterilization of sleeping facilities, including blankets and mattresses, should be provided at much more frequent intervals by using the facilities now available.

III.

PREPARATION, CONDITION AND SERVICE OF FOOD.

(a) PRESENT PRACTICE.

All food is cooked in one central kitchen located in the men's prison. A full-time junior chef (not an inmate) is employed and he supervises the entire kitchen, including the preparation and cooking of food and the management and direction of a large number of inmates employed in the kitchen. The food for the women's section is transported by gurney and there served to the women inmates. A standard menu has been in effect for ten years and the only departures therefrom are to remove rather than to add items. No concentrated effort has been made to make the food palatable, and on the contrary the food has been found on occasions to be unfit for human consumption. No sugar or milk are provided at any meal. Particular emphasis on this omission is found at breakfast where the menu consists of coffee, mush and bread without sugar or milk being available.

(b) JURY'S RECOMMENDATION.

1. That facilities be immediately provided so as to enable the women inmates to prepare and serve their own food in the women's jail. Investigation reveals that the facilities are in practically all instances now available to permit such an arrangement.

2. Periodic changes should be provided in the menu so that some reasonable departure from a strict, fixed menu would result.

3. Milk and sugar should be provided at least at the breakfast meal.

4. Efforts should be exerted to make the food more attractive and palatable and under any circumstances to avoid serving food at any time which is not fit for human consumption. Any perishables or other items which are not in proper condition should not be added as ingredients in the preparation of any meal. It should not be necessary

to state that insects and other foreign material should be at all times kept away from and out of the food.

5. Investigation reveals that one junior chef is not physically capable of handling a kitchen staff of such immensity and it is recommended that an additional cook be employed whose sole duty would be to personally prepare and supervise the preparation of the actual cooking.

IV.

FIRE.

(a) PRESENT PRACTICE.

The fire protection does not appear adequate to the jury by reason of the fact that it is confined to the installation of fire extinguishers at various parts of the buildings, and as an aid there are available several hose units which could be used for fire fighting. Apparently there are no fire instructions, training, nor drills, either among the employees or the inmates and little attention seems to have been addressed to this point. The nearest adequate fire protection appears to be the city fire department at Redwood City, which it was admitted in the testimony would not serve the jails in the event of a fire.

(b) JURY'S RECOMMENDATION.

1. That some duly qualified member of the City Fire Department or the State Fire Marshall's office be entrusted with the duty of reorganizing the entire internal arrangements in respect to fire prevention.

2. That proper instruction and training be given the inmates and employees relative to fire fighting and that periodic fire drills be held to carry out these instructions and to acquaint all persons with their duties in such respect.

3. That in the event a working arrangement cannot be concluded with the Redwood City fire authorities some standard and adequate fire fighting facilities be installed in the prison. Some consideration should be given to the use by the Sheriff of the fire pumping equipment purchased by the City in connection with its Civilian Defense program and available at least in part for said purpose.

V.

MATRONS.

(a) PRESENT PRACTICE.

Some matrons appear to be autonomous and each matron apparently usurps authority and establishes rules and regulations for the conduct of the women prisoners personal to herself. Also some abuse has been noted in the method of handling narcotic cases and in the general abusive treatment of women prisoners.

(b) JURY'S RECOMMENDATION.

1. That the head matron, under the jurisdiction of the superintendent, and approved by the Sheriff or Undersheriff, adopt and make available to each matron uniform rules and regulations, and that no other person be permitted to qualify, amend or add thereto.

2. That some curb or penalty be imposed upon matrons who violate the regulations and who abuse the inmates.

15. SHERIFF, BOARD OF SUPERVISORS. (continued).

The present policy of selecting the president of the Board of Supervisors is a matter for the Board itself to determine, it is our considered opinion that the presidency should be rotated among the members as is the custom in practically all the Boards and Commissions in the city's jurisdiction.

From time to time suggestions have been made that the Board of Supervisors should be a full-time position. Opposition has been interposed under the theory that there is not sufficient work for full-time employment by the Board.

It is the considered opinion of this grand jury, that there is sufficient investigation necessary to determine approval of expenditures, legislation and other important business to warrant full-time employment. Thereby enabling the supervisors to better serve the people of San Francisco through a more complete understanding of the legislation considered by the Board.

In our study of the Board of Supervisors we have determined that the public generally assume that the Supervisors have greater powers than actually are vested in that body under the conditions of the charter. This is particularly true with regard to the operations of the municipal railway. Supervisors have been elected to office on the promise of effecting better transportation for the car riders when actually all operations of the street railway system are under strict control of the Public Utilities Commission.

Although the Supervisors are the peoples elected representatives, too much authority for official procedure is vested in appointed boards or commission.

The office of the Board of Supervisors is under the jurisdiction of the clerk of the board who is appointed by the members thereof. And who we are proud to report has proven to be most efficient and capable in the position he holds.

We, therefore, make the following recommendations to be submitted to votes as soon as possible.

1. Section 5 of the Charter to be amended to reduce the Board of Supervisors from eleven members to seven members.

2. The President of the Board and the Chairman of all Committees shall be rotated annually and no President or Chairman shall succeed himself nor shall they again serve as the President or Chairman of said Committee until all other members of the Board have had the opportunity to serve in these positions.

3. Section 10 should be changed to increase the salaries of the members of the Board of Supervisors to 7200 dollars per annum.

4a. Hours for the members of the Board of Supervisors shall be from 9 A.M. to 12 Noon and from 1 P.M. to 4 P.M. daily except Saturdays when the hours shall be from 9 A.M. to 12 Noon.

4b. All meetings shall be open to the Public and there shall be installed for the benefit of the General Public attending the sessions, a loud speaker system in the main assembly room of the Supervisors' Chambers.

5. Each member of the Board shall be responsible as ex-officio member of one or more commissions or boards of the City and County of San Francisco, and shall make a report to the Board of Supervisors the following day in open meeting of the Board, of all important business discussed and transacted the previous day at their respective Board or commission meetings. Failure by any member to comply with this section of the Charter as amended shall be malfeasance of office and deemed just cause for their removal from office.

VI.

FACILITIES.

(a) PRESENT PRACTICE.

Although generally adequate physical facilities are available it is noted that many of the important and necessary items of equipment have been allowed to remain in a state of disrepair for long periods of time under such circumstances as in some cases render them dangerous and in other cases hinder the sanitation problems of the prison.

(b) JURY'S RECOMMENDATION.

1. That prompt action be taken to repair and place in working order and condition all facilities with particular reference to the laundry facilities and the sterilizer equipment present in the kitchen in connection with the washing of kitchen utensils and dishes.

2. Special notice must be made of the fact that the Committee found that the clothes dryer in the laundry had been in a state of disrepair for five months rendering it unfit for use, and the dish washer and sterilizer in the kitchen was in a state of complete disrepair for a period of seven months.

3. That some intelligent method be provided whereby frequent inspections be made of these facilities by competent employees and reports in writing made to the Sheriff or Undersheriff immediately upon discovery.

As a general comment the Committee found that the prison was clean other than the exceptions above noted; that a large profitable produce and hog ranch is operated and maintained which is beneficial to the City and County and that the grounds and properties of the prison area are for the most part well maintained.

Respectfully submitted,

COMMITTEE OF THE 1945 GRAND JURY OF THE SHERIFF'S OFFICE.

(Signed) JOHN L. SILVEY, Chairman.

HUGH HANDLEY, Alternate

SAMUEL CERF

CHARLES F. WILLIAMS, Alternate

WILLIAM LOVINER

BOARD OF SUPERVISORS.

The San Francisco Board of Supervisors now consists of eleven supervisors who are elected at large and not by districts. Official board meetings are now held each Monday at 2 P.M., or on the following day at 2 P.M. if Monday falls on a holiday. All sessions of the Board, are presided over by the President of the Board of Supervisors who is chosen by the members thereof. There are eleven committees and each member of the Board is chairman of a committee.

From the observations of the members of this grand jury, it is apparent that the most important committee of the Board of Supervisors is the finance committee now ably headed by Chester R. MacPhee. It has been responsibly for considerable tax saving legislation. The finance committee meets every Thursday at 2:30 P.M. and all city expenditures are thoroughly examined before approval is recommended.

15. SHERIFF, BOARD OF SUPERVISORS. (continued).

6. Repeal Section 22 of the Charter of the City and County of San Francisco, because, the language forbids the duly elective legislative bodies from proper inquiries and investigation into the offices and departments of the City and County of San Francisco.

Respectfully submitted,

JOHN L. SILVEY, Chairman,

SAMUEL CERF,

CHARLES F. WILLIAMS.

15. SHERIFF (supplemental)

As a member of the Sheriff's committee I desire to submit a report on several visitations made to the several branch jails. Further to advise that other members of the Grand Jury have made inspection trips with me and at other times.

There are four branch jails--#1 for men and #3for women are located in the Hall of Justice. The one for men accommodates 250 men more or less; the one for women accommodates about 30 women. #2 and #4 are located in San Mateo County about 15 miles from San Francisco, west of the Skyline Boulevard.

This San Mateo property contains 150 acres of land more or less.

Jail #2 is a modern structure for men and will accommodate some 600 prisoners. The building was found to be sanitary and equipped with kitchen, laundry, incinerator, library and chapel. It was noted that the laundry machines were not in operation, upon inquiry from the Superintendent of Jail #2 and of the Sheriff, Daniel Murphy, were advised that the machines were not in operation owing to a breakdown which had been reported to the Board of Public Works, and by them advised that owing to shortage of material and parts repairs were unable to be made promptly, but that as soon as the material and parts would be received the repairs would be made.

The Alarm system was tested and found to be in working order.

The filing system has been installed by the Controller's office and is under its inspection control.

Jail #4 is a small detached building and is known as the women's jail and will accommodate about 50 woman prisoners.

The investigation made of kitchen and store-rooms showed cleanliness and wholesome substantial food was served to inmates. The food was purchased on sample and bid furnished and accepted by the office of Purchaser of Supplies. The Sheriff's office has not a thing to do with the purchase of food stuffs. It was also developed that the Horticultural Department under the direction of a Mr. Carroll has a crew of inspectors constantly at the Jails inspecting the foodstuffs.

Inquiry was made what steps were taken to prevent the presence of rodents, ants, cockroaches and flies. Was informed that sprays and other chemicals were continually being applied and used to minimize the menace.

A large part of the acreage is in farm and garden truck taken care of by the inmates under the direct supervision of a practical farmer. A section of the acreage is set aside for hog raising. Both the garden truck and hogs are used for consumption at the BRANCH JAILS and other City institutions.

One thing that must be remembered in the operation of the Branch Jails, is that it is being done on a penal institution basis, that the inamtes thereof are confined there because of some breach or violation of the laws of the State and therefor disciplinary measures as to conduct, hygiene and sanitation are in force.

Altogether, I desire to report that the entire set-up of this institution is conducted on a very creditable basis and which is verified from reports of officials in charge of Penal institutions of ~~other~~ the Federal government who have in no uncertain language

15. SHERIFF (supplemental).

given a clean bill of health to the administration and operation of San Francisco County Branch jails.

Respectfully submitted,

JOHN CRANFORD,

HARRY J. DANIELS,

CLAUDE JINKERSON,

DAVID H. RYAN,

MRS. BEATRICE FLICK,

EDWIN G. IMHAUS.

16. NO REPORT.

17. TRAFFIC.

During the year practically the same conditions prevailed as in the year 1944. Perhaps considerably more so on account of the meeting of the United Nations Conference and VJ Day. The Police Commissioners, President Jerd Sullivan and Chief of Police Charles Dullea did a splendid job in handling traffic in both instances until the fatal disturbance of mob violence during VJ Day. The traffic department has put into effect some of the recommendations of the 1944 Grand Jury. It so happened that your committee could not make any appointments until late in the year, and, the death of Captain Skelly of the Traffic Department was unfortunate. The appointment of Captain Mitchell was of short duration and the committee did not have time to contact the new chief.

During the year the Grand Jury invited our Chief of Police and the Police Commissioners to one of our meetings at which time some very important matters were taken up and the Chief, also the Commissioners, promised to look into them. In order not to make a lengthy and voluminous detailed report the minutes of the meeting are on record. There were also two meetings called by the Police Commissioners inviting a cross section of people, and organizations, that were vitally interested in our traffic conditions - the minutes of both meetings were kept by the Commission and some very important ideas and suggestions were made by the group, on invitation of President Jerd Sullivan. A questionnaire was sent out on suggestions, and, answers were tabulated with the Commission who promised to look into them thoroughly and advise further. The "no stopping" on several of the heavily traveled streets was put into effect during the holiday season for a trial for 120 days. If this proves successful it was the intention of the traffic division to adopt the system on other congested streets during the rush hours of 4 to 6 P.M. Some of the very important suggestions that were made and the committee believes should have immediate attention are:---

1. Reducing the number of Red, Yellow, and White Zones.
2. Left hand turns.
3. Parking on streets where NO parking is allowed.
4. Parking on streets where parking is prohibited on one (especially by parking lots and garages) side of the street. Also streets where parking is prohibited at all times.

The committee recommends for conservation, the allowing of parking (for 20 minutes) on no parking streets that are now from 7 A.M. to 6 P.M., except on those streets where "NO STOPPING" is in effect from 4 to 6 P.M. during the hours of 10 A.M. to 4 P.M. except in yellow zones.

For the allowing of parking (20 minutes) in yellow zones on Saturday in P.M.

For the cutting down of space where Oil Stations and Garages use too much space and they do not require.

For the doing away with yellow zones where the concerns have a front and rear yellow zone and only one is used.

All the above for the benefit of the motorist that is compelled to use his car for business, etc.

If 50% of the suggestions that were expounded at the Police Commissioners' meeting are carried through the Traffic Department it will have done an excellent job so that more parking space could be made available.

There is no use of elaborating on the traffic fines, etc. The tabulation of same, given to the Grand Jury each month shows how our traffic laws are violated and should be watched closer now that the department is putting on more of the men that are returning from the service.

As an after consideration the Traffic Committee recommends that a man with schooling in traffic conditions be placed in charge of traffic.

Respectfully submitted,

E. M. ROBITSCHER, Chairman

D. H. RYAN.

RALPH PINCUS.

REPORT OF SPECIAL CIVIL SERVICE COMMITTEE.

We, the majority members, served on the special civil service committee of the Grand Jury from January 8, 1945 to August 22, 1945. For several weeks during this period the Municipal Review, a weekly journal published for civil service employees, carried a notice prominently displayed on the first page, asking all employees who had complaints against the Civil Service Commission to report the circumstances to the Chairman of the special civil service committee. As a result, the committee received a number of complaints from employees. It became apparent very quickly that these complaints arose in the main out of the employees' desires and efforts to obtain higher pay or higher classifications or other advantages that had been denied them by the Civil Service Commission. In some cases employees were contending that the present Civil Service Commission should give them status in higher classifications without examination,- such status to be retroactive to 1930 or 1932.

In another instance an employee was protesting the action of the Commission in appealing a Superior Court decision which was favorable to himself. The action of the Commission in this case had been taken in accordance with an opinion of the City Attorney.

As to the propriety of classifications assigned by the Civil Service Commission for positions in the municipal service, we believe that neither the members of the special civil service committee nor the members of the Grand Jury are qualified to pass on such matters. These determinations involve the exercise of judgment based on a thorough knowledge of the duties and responsibilities attached to the respective positions, and the training and experience required for the performance of the duties of the positions, as well as an intimate knowledge of the classification structure and the fine distinctions between the various classifications. The function of classifying positions can be performed only by technicians who possess this knowledge, and who are trained and skilled in job analysis and evaluation. For this reason we cannot accept the conclusions of the special civil service committee that the Civil Service Commission is in error in denying the requested re-classifications, or that it has been arbitrary and arrogant in dealing with these matters.

Furthermore, if these employees had their way and were given higher classifications retroactively to a period, in some cases fifteen years past, the employees would be entitled to claim and collect back-pay adjustments running into the thousands of dollars. We are informed that some twenty-five or thirty employees are making such requests for retroactive higher classifications, although only two or three filed such claims with the Grand Jury. Back-pay adjustments on all these claims would amount to hundreds of thousands of dollars.

The special civil service committee has recommended that the member ship of the Civil Service Commission be increased from three to five members. We see no benefit or advantage in such a proposal. We do not agree that increasing the number of Commissioners would improve civil service administration in San Francisco. On the contrary, we believe that such action would produce administrative confusion and inefficiency by spreading responsibility among five Commissioners, instead of three.

The special civil service committee also recommends that the duties of the Secretary of the Commission and the Personnel Director be separated and that two persons be employed -- one as Secretary, and another as Personnel Director. Again, what would be the advantage of such a plan? Why employ two persons and pay two salaries when one person can perform both sets of duties more acceptably and at less expense to the taxpayer?

We see no merit in the recommendations offered by the special civil service committee except the one which suggests limiting the powers of the Civil Service Commission.

The Civil Service Commission has been faced with many difficulties and problems arising out of the war conditions. Nearly four thousand of the present fifteen thousand municipal employees (exclusive of school teachers) have been recruited and employed since 1942 during a period of acute labor shortage. Several of the experienced members of the staff of the Commission, including the Secretary and Personnel Director and the Assistant Personnel Director, were temporarily out of the Commission while serving in the armed forces. Standards of admission to the municipal service were lowered. Normal procedures were discarded or suspended of necessity. Make-shifts were devised. Naturally the service suffered.

The Secretary and Personnel Director of the Commission and the Assistant Personnel Director have now returned to their municipal positions, and it is our belief that many of the conditions which gave rise to complaints from employees have been, or will be corrected.

The Secretary of the Civil Service Commission and the Director of Personnel is to be commended for his knowledge of good civil service procedure and for his efforts to carry out such procedure. Although it would be impossible to please fifteen thousand employees, the general consensus of opinion is that any employee who wishes to make complaint or offer recommendation can always find Mr. Henderson ready to listen with courtesy and attention.

The undersigned believe it to be contrary to public policy that one civil service commissioner should himself be the attorney for one of his colleagues. We recommend that the Mayor be requested to ask this Commissioner to relinquish forthwith one or the other activity. The son of this commissioner is a deputy City Attorney who ordinarily handles civil service matters referred to the City Attorney. We do not charge any wrong doing, but such a situation gives rise to criticism and may well result in one commissioner exercising an undue influence and control in commission affairs. We recommend that the City Attorney assign another deputy to handle civil service matters who is not the son of one of the commissioners.

We believe that there is need for some changes in civil service administration in San Francisco. There is need for revision of Charter provisions and laws governing civil service, as well as need for changes in policies of administration. We believe that these changes should come about as a result of a comprehensive and careful review and overhauling of the laws and policies. We do not believe that the recommendations of the special civil service committee of the Grand Jury will in any way improve matters or create a condition which will afford the Commission the opportunity to build a sound and wholesome merit system administration.

We therefore recommend that the report of the special committee be rejected and that in lieu thereof the Grand Jury recommend to his honor, the Mayor, that a committee of citizens be appointed by him to study carefully and review the Charter provisions governing civil service, with the purpose of overhauling the fundamental laws. This committee should not be a Grand Jury committee. It should consist of five or seven members who represent the public interest, and who are qualified to appraise and evaluate present laws and draft proposed new laws. It should not be a committee representing the interests of special groups. The opinions and advice of representatives of labor, of labor, of employers, of city employees, and of the public at large should be sought, as well as the opinion and advice of technicians trained and experienced in public personnel administration. On the basis of such a comprehensive study by disinterested and qualified persons the people of this community will be assured of sound and constructive changes for the improvement of civil service. Only in this manner can we establish the groundwork for a career service in the municipal government which shall be administered for the welfare of the community and with equity and justice to its employees.

EDWIN IMHAUS,	CHARLES FOEHN,
JOHN CRANFORD,	HARRY DANIELS,
CHARLES F. WILLIAMS,	BEATRICE FLICK,
CLAUDE JINKERSON,	HUGH HANDLEY.

18. REPORT OF THE SPECIAL CIVIL SERVICE COMMITTEE.

For the past several months, the Special Civil Service Committee has investigated the practices and decisions of the Civil Service Commission of the City and County of San Francisco.

This investigation was not only conducted in our Chambers in the City Hall at San Francisco, but also included a hearing of the Civil Service employees at Mocassin Dam.

At this hearing the following witnesses were requested to appear and present their complaints against the Civil Service Commission of the City and County of San Francisco, which had previously been filed with the Chairman of this Committee.

This meeting was held on September 14, 1945, John L. Silvey, Chairman and Samuel Cerf, Acting Secretary. Before testifying to present their cases, the Complainants were requested to be duly sworn by Chairman Silvey.

MOCASSIN DAM; Comprising 1a, 1b, 1c, 1d, 1e, 1f, 1g.

CASE NO 1a. PHIL HOPE. This complainant is a Power House Operator and civil service employee at the Mocassin Power House. In 1932 he was blanketed in as a civil service employee with a rating as "First Operator". In August, 1945, he took the examination for senior grade and obtained a $10.00 per month increase in salary, subject to the final rating of his examination. His complaint is, that the men who have worked as senior operators since the blanketing in period of 1932, can now be removed by the present rulings of the Civil Service Commission of the City and County of San Francisco as senior operators, and demoted to the position of general operators, with a reduction of salary, and he fears that in the course of due time, the same condition would result in his demotion, unless some substantial decision is made to retain his seniority.

CASE NO. 1b. L. O. BRABAZONE. In the case of Mr. Brabazone a complaint was filed charging wrong classification when blanketed in in 1932, as first operator in the Power House at Mocassin Dam. He further protests against the Civil Service compelling him to take examination for the position of senior operator, now held by him for the past 19 years. We herewith reproduce his letter under date of August 3, 1945, to the Civil Service Commission of the City and County of San Francisco:-

"Gentlemen:-

I have received notice that I am to take an examination in order to receive the classification of "Senior Power House Operator, Class E124". I have performed the duties of this position since December 1925. Therefore I wish to protest against my having to participate in a competitive examination for this rating for the following reasons:-

In September 1925, I was employed by the City and County of San Francisco as a second operator at Mocassin Dam Power House. In December of that year I was promoted to first operator in charge of a shift, which position I have held continuously since that date.

On January 1, 1932 my present position was brought under Civil Service jurisdiction. From that date to July 1, 1935 all my salary checks bore the rating "First Operator." Those operators employed as second operators carried the rating, "Second Operator" on their salary checks.

After July 1, 1935 both first and second operators were placed under the classification "E122". The scope of duties in both these positions, regardless of the responsibilities borne by the first operators who were in charge of the shift, were placed within the same category.

From July 1, 1935 until July 1, 1941, the salary differences between first and second operators was $20. per month, although both were classified as "E122". After July 1, 1942 the salaries were standardized, and E122 operators, both first and second, received the same salary.

In consideration thereof, I hereby protest this examination, and ask that the Civil Service Commission waive the examination and grant me the classification "Senior Power House Operator,

Class "E124", a position I have filled for 19½ years.

Respectfully yours,

L. O. BRABAZONE."

CASE NO. 1c. CLIFF O. HANSON. Mr. Cliff O. Hanson, another senior operator, entered a protest to your Committee on his classification by the Civil Service Commission, which he considered unfair and unjust to him, and he presented your Committee with the following reply that he received from the Civil Service Commission of the City and County of San Francisco, and which we hereby publish:-

Civil Service Commission
151 City Hall
San Francisco 2
William L. Henderson
Personnel Director and Secretary.

Mr. C. O. Hanson
Hetch Hetchy Water Supply, Power
and Utilities Engineering Bureau,
Mocassin, California.

My dear Mr. Hanson,

The Civil Service Commission at its meeting on August 8, 1945, considered your letter of August 4 in which you protest the rule of the Commission that you may acquire status as Senior Power House Operator only by examination for that classification.

When the classification of this position was changed by the Civil Service Commission on April 18, 1945 from Power House Operator to Senior Power House Operator, the action of the Commission dealt only with the duties of the position and not with the status of the occupants of the position. The matter of status was also determined on April 18, when the Commission held that you as a Power House Operator could not acquire status as Senior Power House Operator except by qualifying for appointment thereto in a competitive examination. This decision of the Commission is based on the Charter provisions, Section 141, which reads as follows:

"The Commission shall also, in accordance with the duties and responsibilities, allocate, and from time to time may re-allocate the positions to the various classes of the classification. The allocation or re-allocation of a position shall not adversely effect the Civil Service rights of the occupant regularly holding such position. No person shall hold a position outside of the classification to which he has been appointed, provided that every employee of any department or office shall discharge any of the duties pertaining to such department or office to which his chief may temporarily assign him."

You will note that no person may hold a position outside the classification to which he has been appointed, or in your case, outside of the position to which you are blanketed in. The action of the Commission in holding that you can acquire the position only by examination does not adversely effect your civil service rights as a Power House Operator. In other words you will continue to occupy the position of Power House Operator if you do not qualify for the position of Senior Power House Operator.

In view of the facts it was the action of the Commission that your protest be denied.

Very truly yours,
CIVIL SERVICE COMMISSION
Signed WILLIAM L. HENDERSON
Personnel Director & Secretary."

We beg to call the attention of the Jurors, that the examination for Senior Operator at the Power House at Mocassin Dam, was held under the supervision of a Mr. Bunney, representing the Civil Service Commission of San Francisco, and the most important piece of evidence brought before your Committee was the fact that not all of the examination held for a particular position, namely Senior Power House Operator, was not relative to the position for which the examination called for.

CASE NO. 1d. DUDLEY SNIDER. Mr. Dudley Snider, classified as a Foreman Auto Machinist, had worked at that position since 1921.

COMPLAINT: This gentleman was blanketed in as a civil service employee in 1932 as Foreman Machinist and claims he was not properly classified at that time. He also claims that he is now doing duties other than that for which he was blanketed in.

He further complains that the pay for five days work at his present position, if properly classified, should range between $300.-325. per month instead of the salary he now receives of $310. per month for six days work, and, that he receives six holidays per year instead of twelve holidays, and, that he should be based as a monthly employee instead of his present rate based on per diem rate.

CASE 1e: LEONARD JAMESON. Mr. Leonard Jameson entered the city employment at Mocassin Dam in 1928 as a labor foreman, and was blanketed in as such in 1932.

COMPLAINT: Claims he was unjustly classified when blanketed in in 1932. That his work at that time was outside of such classification and now claims he was, and is, doing the work of a carpenter foreman, while receiving the pay of a labor foreman. He has complained of this fact to the Civil Service Commission, but says that all correspondence was denied him, unless and except the same was through an attorney, which necessitates his expending unnecessary sums of money, caused by the inefficiency and failure to run a proper business administration.

CASE NO. 1f. HENRY E. MEYER. Mr. Henry E. Meyer started his employment at Mocassin Dam on February 6, 1917, and was blanketed in as general foreman in 1932. We submit his letter of complaint in detail herewith, and which was filed with the Civil Service Commission at the City Hall Nov. 10, 1944.

COPY

Mocassin, California
Nov. 10, 1944.

Civil Service Commission
151 City Hall
San Francisco, California.

Attention: PERSONNEL DIVISION.

Gentlemen:

The duties as shown under item #8 of the Civil Service Classification questionnaire for the position A161c General Foreman Carpenter, are the duties of a construction superintendent. I am fully aware that past performances have no bearing on classifying present positions. However, to support my contention that I have been incorrectly classified since 1917, it is necessary to review my activities since that date.

Having been first employed Feb. 6, 1917, I worked at Early Intake for two months as a carpenter, was then advanced to carpenter foreman, two months later was advanced to general foreman.

At that time I was placed in charge of all construction at Early Intake, consisting of the erection of the Intake Power House, excavating and concrete lining of 6697 feet of canal, construction of 3074 feet of 4' x 6' flume, later replaced with a tunnel, 2305 feet of 10' x 10' storage flume, later replaced with 60" and 75" dia. steel pipe, wooden forebay, later replaced with a reinforced concrete structure, 2000 ft. of wooden overflow flume, later replaced with 36" steel pipe, construction of 5 frame cottages.

This work involved the supervision of approximately 200 men consisting of carpenters, riggers, painters, plumbers, concrete men, blacksmiths, drillers, laborers, etc., indirect supervision of two survey crews.

When the work at Early Intake was about 80% finished I was moved to Lake Eleanor and placed in charge of the construction of Eleanor Dam. This occurred in the fall of 1917. From this time on I took complete charge of all Hetch Hetchy construction work until 1929 when the construction period ended. Tabulation as follows:

Lake Eleanor Complete supervision in construction of the multiple arch dam.

Early Intake Supervision in construction of Early Intake Power House, lining of canals, erection of flumes, tunnel lining, forebay, replacing flumes with steel pipe above the Power House, supervising the contract for the installation of connecting steel pipe between the Power House and the Main Tunnel, establishing concrete plant of construction of Intake Diversion Dam and control tower, constructing 5 frame houses for operators of Power House.

Tunnels Designing and constructing fourteen tunnel camps and plants between Intake and Oakdale Portal, designing forms for and completing sections of concrete tunnel lining, constructing concrete work on South Fork pipe crossing, fabricating and placing reinforced steel forms and concreting Big Creek and Second Garotte shafts, including the removal of all timbering, supervised construction of two miles of road into Adit 8-9.

Railroad Maintaining all bridges, in some cases rebuilding same.

Big Creek Constructing crushing plant and bunkers.

Groveland Constructing cottages, clubhouse, designing and constructing hospital to replace one burned down, water and sewer systems for same, warehouses, shop buildings.

Moccassin Complete supervision in constructing Mocassin Power House, concrete work in the bus yard, supervising erection by contract of all steel work, construction of cottages and club house in their entirety including streets, water system, sewers, septic tanks and landscaping. Designing forms and constructing first section of concrete Diversion conduit through Mocassin Reservoir, all shop buildings and warehouses.

Red Mountain Bar Complete construction of surge chamber. Erection of high line across the Tuolumne River.

Hetch Hetchy Junction Construction of depot, warehouses, moving cottages from Groveland and re-erecting same at the Junction.

Starting July 1, 1932 when I received my first civil service classification, I was classified as repair foreman A172 salary $300. per month, a reduction of $47.50 per month for reasons for which I was never able to find out.

Starting July 1, 1941 salary was raised to $313.(No ded.for holidays)
July 1, 1942 to Oct. 31, 1942 353.(Holidays deducted)
Nov. 1, 1942 to June 30, 1944 366.(Holidays deducted)
July 1944 to date 358.30 with classification changed from Repair Foreman A172 to General Carpenter Foreman A161c.

My duties since 1929 up to date have been the same (see answer to question #8 Civil Service Classification Questionnaire) but with this difference, maintenance has greatly increased owing to advanced age of structures and many replacements.

From another point of view may I bring to your attention that the now assistant engineer worked directly under my supervision in 1932 when my activities were taken over by the Electrical Engineer. The same condition prevailed for approximately three years when it was found advisable to obtain the best results, the Asst. Engineer like myself, took our orders directly from the Electrical Engineer. This procedure has continued to date. The assistant engineer and myself since 1936 have worked in collaboration with each other. Such being the case I feel that I should receive the same consideration as the Asst. Engineer as regards salary and working conditions.

Another illustration to support my contention is to review the salaries of three key positions whose duties since 1929 have been parallel, namely the superintendent of Power House, the assistant engineer, and myself the general carpenter foreman:-

YEAR	GEN.CARP.FOREMAN	ASST.ENGINEER	SUPT. POWER HOUSE
1928-9	347.50	175.00	240.00
1930 June 1931		190.00	
1931-2		250.00	250.00
1932-3(37-38)	300.00		
1938-39 (40-41)			260.00

YEAR	GEN. CARP. FOREMAN	ASST. ENGINEER	SUPT. POWER HOUSE
1941-42	313.00		
1942-43	353. (4 mon.)		
	366. (8 mon.)		308.00
1943-44		327.00	381.50
1944-45	358.50	375.00 (5 das)	412.50 (5 das)

Relying on the keen intelligence demonstrated by the members of the Personnel Department on their recent visit, in their ability to grasp the immensity of the project with all its complications, I feel assured that they will consider my contention justifiable.

Therefore I respectfully petition your commission to correct the classification of this position and to grant me status in a corrected classification.

Trusting that you will give this your earnest consideration, I am

Respectfully yours,
HENRY E. MEYER
A161c General Carpenter
Foreman.

We believe that Mr. Meyer has a just complaint, and one that is so self-evident, that it should be a matter of very simple adjustment.

CASE NO. 1g. JOHN L. DONALDSON. Mr. Donaldson is also employed at Mocassin Dam, and is rated by the Civil Service Commission of the City and County of San Francisco as Clerk. He was blanketed in as civil service employee in 1932, and his classification today is still the same as it was in 1932 i.e. general clerk.

He is now doing the work of a head clerk and is assistant to the general superintendent, and has supervision over 12 employees. He also has charge of the main office with two assistant clerks working under him, and who receive the same salary that he does.

In 1938 Mr. Donaldson made application to the Civil Service Commission for a different rating, namely that of "Head Clerk" which duty he was then and is now performing, and the Civil Service Commission denied his request.

On June 8, 1940 Mr. Donaldson wrote to Mr. Landreville, who assists Mr. Henderson (the executive secretary of the Civil Service Commission) explaining he was doing the same work since 1932 at which time he was blanketed in as a civil service clerk B222, but that he should have been rated under the Charter as a Head Clerk B234.

It has been established upon testimony by members of the Civil Service Commission before your Committee, that at no time has the Commission questioned the ability and fitness of Mr. Donaldson to perform the duties required of a head clerk at Mocassin, which he has done in an excellent manner.

Mr. Donaldson's duties as of today are as follows:-

Posting: Time cards to time records, and accounts.

Reporting: Labor reports to consulting engineer. Reporting accounts and value on truck reports for 9 pieces of equipment. Meal reports to Power Operative boarding houses, boarding house comparative reports to Mocassin Club house, Lodging reports to Mocassin club house, report of electricity used by city employees on Hetch Hetchy water supply, report on electricity used on Mountain and Foothill division Hetch Hetchy Water supply, report of electricity generated at Power Plant, report of electricity generated at Mocassin Power Plant.

Computing: Payrolls for Power Operative division.

Inventory: Of Food Supplies at Mocassin Club House.

Supervision Typing of payrolls, typing of all correspondence pertaining to Power Operative work. Typing of all estimates pertaining to Power Operative work. Operation of Club House at Mocassin Camp Boarding houses on Power Operative Division. Receipt and disbursement of all material on Power Operative division.

General Work: Assign accounts to all material disbursed on Power Operative division. Approve all invoices for material purchased on Power Operative division. Requisition all material purchased on Power Operative division. Balancing of stock cards and assist in reconciliation of stock.

For twelve months per year.

It was also established at this hearing on November 1, 1945 at which time the members of the Civil Service Commission of the City and County of San Francisco were present, that Mr. Donaldson draws the same salary as those employees working under him and who assume no such responsibility, and which was admitted by said members of the Civil Service Commission and Mr. Henderson.

When Mr. Donaldson appeared before the Civil Service Commission at a previous meeting held on August 22, 1945, his case was very ably and sincerely laid down before the Commission by President Charles, who then asked if Mr. Donaldson had anything to say relative to his complaint.

Commissioner Harry K. Wolff interrupted Mr. Donaldson in presenting his case at this time and said:-

"Before going any further I wish to make myself clear. What has been done by any other Commission is considered by me as being correct. No review will be given, and no proof given would have any effect in changing my mind. It is a closed issue as far as I am concerned."

Mr. Wolff proceeded to make the above statement very bluntly and very positively. Mr. Maxwell then stated, "My views are the same as Mr. Wolff's."

Mr. Wolff kept talking, and after several minutes Mr. Donaldson ASKED HIM IF HE MIGHT SAY SOMETHING, and was permitted to speak, but it was entirely futile. Mr. Roper, attorney for the Civil Service Association and Mr. Jeffrey, CIO business agent, and Mrs. Molly Minudri, also spoke, This was also futile.

Mr. Donaldson explained to your Committee in the presence of the Civil Service Commission that nobody had said that the Civil Service had questioned his authority at Mocassin Dam, except Mr. Henderson, since the year of 1928.

QUESTION: "Is Mr. Henderson the Civil Service Commission?"

At the meeting previously mentioned as having been held in the Grand Jury room in the City Hall, San Francisco, on November 1, 1945, Mr. Harry K. Wolff, speaking for the Commissioners, stated: "We agree that we would not go back to reclassify anybody, even if we knew a mistake had occurred, and we believe that there are too many classifications now in the Civil Service of the City and County of San Francisco."

We agree too, with Mr. Wolff that there are too many classifications now, but is it not a fact that the responsibility for this condition rests in the hands of the present Civil Service Commission, who, over the past 12 years, created these too many classifications so ably referred to by Commissioner Harry K. Wolff. Is it not a fact to better illustrate the above statement, that the Civil Service Commission of the City and County of San Francisco, has established too many classifications IN ITS OWN DEPARTMENT.

In many of the complaints brought to the attention of the Civil Service Commission of the City and County of San Francisco, the Commission has assumed a dictatorial position and that they have not properly weighed the facts, and in several instances have acted very unwisely in those cases presented.

We disapprove the authority now vested in the Civil Service Commission and which has resulted in unfair and unjust treatment to many civil service employees of the City and County of San Francisco.

We believe that Mr. Donaldson should at once be reclassified as Head Clerk and be given the position due to his years of experience in the position and for faithful services performed to the City and County of San Francisco.

We feel that our Charter was created with elastic powers for the Civil Service Commission in order that our employees might be given the benefit of doubt, but in each and every case mentioned in this report, the Civil Service Commission of the City and County of San Francisco failed to use discretion in weighing facts, and also cases where politics were applied as in the Conroy case for instance, and WE RECOMMEND THAT some Charter provision be created, fixing the limits of authority of the Civil Service Commission, so as to create fair and just treatment for all Civil Service Employees, and thereby eliminate the possibilities of future law suits for retroactive classification.

We also recommend that the complaints mentioned in this

report of Mocassin Dam, namely 1a,1b,1c,1d,1e,1f and 1g, and any other employees of other departments of the City and County of San Francisco, be given an opportunity at once to be restored to their just classifications, by signing a waiver note beyond a certain point in the past, IN CONSIDERATION that they be granted the positions called for in this report, and that civil service employees mentioned be granted their proper classifications immediately without any further examinations therefore, and without any probation period attached to this position, and thereby eliminate the possibilities of future lawsuits for retroactive classifications.

We also RECOMMEND and insist that any and all examinations of the Civil Service shall be constructed solely upon the duty required for which the position calls, eliminating all trick questions not pertaining to the duties of the classes involved.

We further RECOMMEND that all executive officers of the Civil Service Commission shall reply as soon as possible to all communications and complaints received from civil service employees, without exceptions.

We further RECOMMEND that a program be established by the City and County of San Francisco's Civil Service Commission, to reduce the classifications at the Mocassin Dam, and other departments of the City and County, and thus eliminate useless and unnecessary expenditure of funds for examinations.

HEARING BEFORE YOUR COMMITTEE NOVEMBER 1st, 1945.

CASE NO. 2 JOHN H. CONROY. John H. Conroy is a sergeant of police in the San Francisco Police Department, with 25 years service to date.

Charges were preferred against him by his superior officer Captain Arthur Christiansen. The charges were "Neglect of Duty" and he was tried before the Police Commission of February 15, 1938.

We are convinced that Captain A. Christiansen acted hastily in this case, thereby destroying the perfect record up to this time, of Sgt. John H. Conroy, which resulted in improper additions to his merit credits. In fact no merits whatever were given to him by the Civil Service Commission in a promotional test to the rank of Lieutenant of Police, which was held in 1942. Witnesses appearing before your Committee in this case were: Sgt. John H. Conroy, Captain Arthur Christiansen and Captain Gaffey, all of whom are members of the San Francisco Police Department. Civil Service Commissioners Harry K. Wolff, Milton Maxwell, and Allen E. Charles, and Mr. William L. Henderson the executive secretary of the Civil Service Commission.

FACTS OF THIS CASE.

Lt. Charles Pfeiffer, superior officer of Sgt. John H. Conroy, on February 2, 1938, at the hour of 4:30 P.M. ordered Sgt. Conroy to go to the home of officer Richard E. Manning, 674 - 29th St., San Francisco, and investigate why he failed to report for duty.

Sgt. Conroy proceeded in a police car detailed by Capt. Christiansen and driven by officer O'Dair and accompanied by officer John Curley, and after attempting to secure entrance into Manning's home, decided that officer Manning was not home.

Returning to the police car, Sgt. Conroy looked down 29th Street and saw Officer Manning walking towards his home. He met this officer in front of his home, questioned him why he failed to report for duty, and was informed by Officer Manning that he thought that this was his day off, claiming he was out fishing. Officer Manning was in his old clothes and sober at this time, the testimony shows. Sgt. Conroy ordered the officer to change his clothes and report at once to his commanding officer Captain Arthur Christiansen, and meantime Sgt. Conroy went to a patrol signal box located at 24th and Church Streets, and called the Mission Station, speaking with Lt. Pfeiffer, assistant to Capt. Christiansen and in charge of the station at that time, and informed him of what he had done. The Lieutenant held speech with Captain Christiansen for some time, and then phoned Conroy to bring Manning into the station.

Conroy returned immediately to the home of Manning, and while ringing the doorbell as well as knocking, in an attempt to find officer Manning, received a radio call "Order 902" meaning "Disregard previous orders and report to your commanding officer at once" which instruction Conroy carried out.

When Captain Christiansen saw Sgt. Conroy enter the police station, he wanted to know why he failed to bring officer Manning in with him, and ordered Officer O'Dair to drive him and Sgt. Conroy to Manning's house, and told Conroy, that if Manning was drunk, he would prefer charges against Conroy.

Upon receiving no response to the doorbell, they climbed to the roof of a shed and entered the house of Manning through an open window, then entered the bedroom and found officer Manning in bed intoxicated. It seems Acting Chief Bennett instructed Capt. Christiansen to proceed to Officer Manning's home with Sgt. Conroy and in the event that he found officer Manning intoxicated, to prefer charges against Sgt. Conroy, which instructions resulted in Captain Christiansen charging Sgt. Conroy with "Failing to obey orders", for not bringing officer Manning in.

The Police Commission heard this case on February 15, 1938 before Commissioners Malliard, Sykes and Adriano. They disregarded the testimony relative to the radio order "no. 902", and Sgt. Conroy's written report and testimony, and found Sgt. Conroy guilty, fining him $100. which was not in reality a fine, but exactly the amount he would have earned in the time in which he would have been suspended. In other words a forfeiture of the salary for the time of his suspension.

This is the only blemish to Sgt. Conroy's otherwise perfect record of 25 years to date. The records show Conroy to be a sober, sincere and efficient Police Officer. Further he was a World War I veteran, having volunteered for induction in the U.S. Army, and was wounded in the Meuse-Argonne battles on October 14, 1918, and finally discharged after serving two years under the Flag of the U. S., and twice hospitalized as a result of his wounds.

In 1942 Sgt. Conroy took a promotional examination for Lieutenant of Police. Sec. 146 of the Charter provides as follows: -D- "In addition to the foregoing credits for seniority, 10% of the total credits allowed for said examination shall be allowed for ascertained merit and meritorious public service; 60% of said 10% to be allowed to each applicant for a clean record in the department."

When rating Conroy's papers, the Civil Service Commission ruled that Conroy should lose the whole 60% of the 10% for meritorious service, causing him to lose also a special credit for being a war veteran. All of which changed Conroy's final rating, causing him not to appear on the list of eligibles, and whereas this rating was later established by a test case in the Court of Superior Judge Thomas M. Foley, as 14th on the eligible list. We desire at this time to establish this fact.

The Civil Service Commission after receiving the Court decision of Superior Judge Foley, and in order to fulfill the court's instructions, insisted on the City Attorney rendering his opinion on Sec. 146 of their Charter as amended, and we call your attention to the fact that this opinion was written by Deputy City Attorney Stanford Wolff, son of Harry K. Wolff of the Civil Service Commission.

Upon the contents of this opinion, the Civil Service Commission instructed the City Attorney John J. O'Toole, to appeal the decision of Superior Judge Thomas M. Foley.

It is the opinion of our Committee, that in this manner, knowing that an appeal to the Superior Court of California would cost Sgt. Conroy the sum of at least $2,000. or more, and fully realizing that the average city employee cannot afford to spend this amount for an appeal, found a cheap political trick to prevent the promotion for an honest, sincere, and efficient officer of the police, and city employee in civil service.

It was also established by your Committee and admitted by the Civil Service Commission of the City and County of San Francisco, that these uncalled for appeals such as the one in this case, cause the taxpayers great sums of money, and your committee considers this a waste of funds belonging to the taxpayers.

We cannot condone such unscrupulous action.

The Committee subpoened Captain Gaffey with the police record of the trial, and we do not hesitate to condemn the actions of the Police Commission of 1938. We believe without fear of contradiction that Sgt. Conroy received a raw deal.

Captain Christiansen, when testifying, admitted he acted hastily with Conroy and admitted that one week previously, another police sergeant was sent by him to bring this same officer Manning in, and that this officer protected Manning, and for this reason he then thought that Sgt. Controy was attempting to do the same thing. Captain Christiansen also admitted that this was the only mark against Sgt. Conroy to prevent a perfect record, and that in his opinion the Civil Service Commission should have allowed the merit credits, and had the Civil Service Commission followed out the instructions of Superior Judge Foley in the suit of Mandamus proceedings, Sgt.Conroy would have been placed 14th on the eligible list for promotion to Lieutenant of Police.

We concur with Judge Foley's recommendation whereupon on June 22n, 1945 he directed a writ of mandate be issued against the Civil Service Commission, directing that Commission to modify the ruling and place Sgt. Conroy on the eligible list for Lt. of Police.

We further recommend that the City Attorney be requested to withdraw its appeal from the ruling of Judge Foley in the case of Sgt. Conroy now pending before the Supreme Court of the State of California.

In a letter received by the Chairman of the Civil Service Committee of the San Francisco Grand Jury dated October 31, 1945, from Mr. John J. O'Toole, City Attorney of the City and County of San Francisco, he expressed willingness to abide by Judge Foley's decision, b ut further states that the Civil Service Commission insist that the appeal be prosecuted which we believe is an unnecessary expense incurred by the Civil Service Commission upon the Taxpayers of San Francisco.

CASE NO. 3-JOHN W. BARRETT. Mr. John W. Barrett was a B6 Sr.Bookkeeper on the 1926 Bookkeeper list, which was always acknowledged to have control of the Bookkeeping and Accounting for the City and County of San Francisco, this being exactly what the list was intended to be to obtain competent qualified men for this work.

Mr. Barrett started for the Board of Public Works at $250. per month, and has never had a raise to this date.

In 19 years there has never been a complaint against him, and the Civil Service Commission refused to give him his proper rating as Sr. Accountant even though they promised it in a letter of October 1933, and later by Status Resolution adopted by the Civil Service in November 1933.

They did give him a B10 accountant rating after 1933, but in 1939 Mr. Hester or the Civil Service demoted him to a B4 Jr. Bookkeeper, without finding fault with his work, but merely to please his superior Mr. Hester.

In 1938 he refused to take a Civil Service advancement promotion to Supervisor of Accounts, because he was finding himself. in with a general clerk who was jumping many steps thereby, and with the Experienced clerk who was also jumping more than the ruling of one step at a time, and who also, was in the clerical division and not the accounting.

Mr. Barrett has continuously endeavored to obtain charge of the Bookkeeping and Accounting as was his right before the Charter, as a senior accountant, but it seems that Mr. Hester wanted the clerks to have charge of the books and accounts, with himself (Mr.Hester) in full charge, although Mr. Hester had never been examined for such work. Mr. Barrett testified that Mr. Hester was discriminating against him because he filed a protest to the department head against Mr. Hester's advancement, because at the time Mr. Hester was civil service rated lower than Mr. Barrett according to the competitive examinations.

It was brought out at the hearing by the Civil Service Commission, that Mr. Hester, although a civil service employee, does not reside within the boundaries of the City and County of San Francisco. He has been permitted by the Civil Service Commission on doctor's orders, to reside outside of the city limits with a six-months pass every six months for many years now. Again it appears that the Civil Service Commission makes rules to suit themselves?

Your Committee would like to know if Mr. Hester's health will not permit him to reside within the boundaries of the City and County of San Francisco, then why has he not been placed on the disability list and removed from his position?

We desire at this time to quote a letter received by Mr. Barrett from the Civil Service Commission dated November 10, 1945, resulting from the sincere efforts of your Committee on Civil Service, in some manner of justice being rendered to Mr. Barrett, and in this case we commend the Civil Service Commission. However we wish to call attention to the Civil Service Commission that we note in the above

letter that no mention was made in the reference to the right of Mr. Barrett to retain his Civil Service rating of seniority, and hope that the Civil Service Commission at this time will take cognizance of this fact.

Your Committee feels that the Civil Service Commission have, through their action, been convinced of Mr. Barrett's good record, and that they have recognized the integrity, honesty and sincerity displayed as an employee of 19 years for the City and County of San Francisco, and we further believe that his service and ability has never been questioned.

In the matter of seniority, Mr. Henderson did say that Mr. Barrett would undoubtedly be better off in some other department than the Public Works but mention might here be made that it is rather strange that with all the numerous classifications created, mentioned elsewhere in this letter of Report, that in the Public Works Bureau of Accounts, there is no room for an accountant, but that examinations therein can be made in promotions, for clerks to jump in to Supervise the Accounts?

Quote letter:-

Civil Service Commission
San Francisco.

Members of the Commission, etc.

Mr. John W. Barrett,
1591 - 35th Avenue,
San Francisco, 22

Dear Sir:-

This is in reply to your letter of November 7, 1945.

In order to implement your transfer under the Status Resolution from the class of B4 Bookkeeper, Department of Public Works to that of B14 Senior Accountant, Treasurer's Office, we send you herewith the form used in transferring employees from one department to another.

After you have obtained the signatures thereon of the Treasurer and the Director of Public Works the form should be filed with us. It will become effective and you will be available for transfer thirty days from the date thereof.

Very truly yours,
CIVIL SERVICE COMMISSION,
W. L. HENDERSON (SIGNED)
Personnel Director and Sec.

Sworn statements were made before this Committee, which were recorded for the City and County of San Francisco's Grand Jury, but are considered too lengthy to go into detail in this report, but they remain as permanent records of the Grand Jury, as dated July 3, and Nov. 1, 1945.

RECOMMENDATION: After obtaining the facts involved in this case, namely John W. Barrett, We Recommend that the Civil Service Department should publish printed list of all available positions open under the Civil Service of the City and County, and post same in a conspicious place and in plain view in their office each month, and at the same time inform the next employee in line for advancement, upon posting such notice.

WE FURTHER RECOMMEND that in all or any positions for advancement that they should be permitted without the approval of either his superior officer or the superior officer of the department in which the available position is opened. For it came to our attention that a former transfer to Sr. Accountant into the Dept. Public Health was refused him by the head of that department on Sept. 17, 1937, which transfer form he still holds, showing him to be transferred from the Public Works position at that time of B10 accountant.

CASE NO. 4 - WILLIAM DOIDGE. Mr. Doidge is a special collector for the Water Department and was formerly employed with the Spring Valley Water Company.

He has held the same job for 29 years. For 13 years he received a salary of $180. per month and is now receiving $200.per mo.

He collects $300,000. per year for the city, as against $15,000. per year for regular collectors who are not entrusted with the special work as Mr. Doidge is. Mr. Doidge claims that he should be rated as head collector and receive higher salary.

From the testimony presented, your Committee believes that this man is a victim of circumstances in the Water Department, and

although he has complained to the Civil Service Commission setting forth the facts, no action was ever taken by the Civil Service Commission to protect the rights of this Civil Service employee.

WE RECOMMEND that this case be incorporated with the recommendations similar to those in the Mocassin Dam cases.

CASE NO. 5 - JOHN J. FEENEY. Mr. Feeney was employed with the Health Department for a number of years, and during that period established a perfect record. He left the city payroll on June 1, 1943 for a period of three months on Leave of Absence without pay, for training in the U. S. Marine Service. This leave of absence was extended for an additional three months from September 1, 1943.

Beginning December, 1943, the Department of Public Health of the City and County of San Francisco, in which Mr. Feeney was employed as N-56 Market and Food Inspector, tried on several occasions to show that Mr. Feeney should have been allowed a Military Leave for non-military purposes, pending the completion of his training in the Maritime Service, and prior to the date of his Commission in the Army of the United States, Jan. 26,1944.

The last communication the department of Public Health received from the Civil Service Commission of the City and County of San Francisco, dated April 14, 1944, informed the Head of that Department that Mr. Feeney's status rested on the decision in the case of Ryan vs Civil Service Commission which case covered the question of training in the Maritime Service in connection with Leaves of Absence.

For the past year and one-half, no further information was given the department of Public Health-who had requested information regarding Mr. Feeney's status, until October 15, 1945, at which time a letter was received quoting the following language:-

"Upon motion duly made and seconded, it was unanimously ordered that the Director of Public Health and Mr. Feeney be informed that Mr. Feeney be deemed to have abandoned his position by failing to return thereto on December 1, 1943 upon the expiration of his Leave of Absence, and that they be further informed that Mr. Feeney ceases to be an employee of the Civil Service on that day."

This communication was signed

CIVIL SERVICE COMMISSION
W. L. HENDERSON
Personnel Director and Sec.

Mr. Feeney continued his training and received his Commission in the Armed Service of the United States. He is about to be discharged from the U.S.Army and desires his former position in which his previous employer thinks he should have, but the Civil Service refuses to approve. Your Committee points out the above facts on behalf of Mr. Feeney and told the Civil Service Commissioners at a hearing on this subject November 1, 1945, that here is a man who placed his Country and His Flag before the Civil Service job, and furthermore here is a man who was willing to die if necessary for his Country and his Flag, so that we Americans at home may live a better life, a life of happiness and free from want and fear, and as a result - and the strenuous plea made by your Civil Service Committee on behalf of Mr. Feeney, we are proud to submit the following letter received by the Chairman of this Committee, Mr. John L. Silvey, of November 26, 1945:-

Civil Service Commission
151 City Hall
San Francisco 2
Nov. 26, 1945.

Members of the, etc.

Mr. John Silvey,
116 Wool Street
San Francisco

Dear Mr. Silvey:

We submit below for your information, excerpt from the minutes of the Civil Service Commission's Meeting of November 14,1945, showing the final action taken by the Commission respecting the employment status of John J. Feeney, N56 Market and Food Inspector, Dept. Public Health:- "Upon motion duly made and seconded, it was unanimously ordered that the request for war-effort leave submitted by John J. Feeney, N56 Market and Food Inspector, Department of Public Health, from December 1, 1943, be approved from that date to January 25, 1944, and that a military leave without pay be granted Mr. Feeney for services in the United States Army from and after Jan. 26,1944".

Very truly yours,
CIVIL SERVICE COMMISSION
W. L. HENDERSON,
Personnel Director & Sec.

We most heartily commend the Civil Service Commission of the City and County of San Francisco for its broadmindedness and sincerity in reconsidering the facts in the case of Captain John J. Feeney as noted in the letter above, entitling him upon returning

home, to fulfill his past position as a reward for faithful service to his Country and Flag.

We desire to state that words would fail us to express our approval in the actions taken by the Civil Service Commission at a meeting held November 1st, 1945 after hearing the true facts from the Civil Service Committee of the San Francisco Grand Jury, in reversing their previous decision at a meeting that was held on October 10,1945 at which time, Captain Feeney was removed from the Civil Service list.

This is but one recognition of a fair and just reward for a truly loyal American upon his entry again into civilian life.

CASE NO. 6 - TECHNICIANS AT CITY AND COUNTY HOSPITAL. We held several meetings in response to complaints from technicians employed in the San Francisco Hospital. The Committee interviewed Dr. Thornton, X-Ray Department, Miss Roche, Superintendent, Superintendent Dr. Albers and Mr. Meagher.

Although no definite findings were made, we are able to state that reports from the hospital indicate that there has been a definite improvement in the working conditions as well as the morale of the employees in the particular divisions due to the investigation by this Grand Jury.

The Committee of the 1945 San Francisco Grand Jury feels that such improvement may be traced to the publicity obtained as a result of the Hearings held to obtain the facts of the situation.

CHARTER AMENDMENT RECOMMENDED
BY THE SAN FRANCISCO GRAND JURY OF 1945.

We believe that the most important task accomplished during the past year was the information gathered by the Special Civil Service Committee of the 1945 Grand Jury, which lead to the full Grand Jury submitting, and the subsequent passage of Charter Amendment #8, amending Charter section 140 on Civil Service, at the November 6th election. This was the first Charter amendment to be submitted by a Grand Jury, and the initial success is most gratifying.

Meetings were held with city employees, city officials and interested representatives of other civil organizations, as well as a meeting open to the general public, for suggestions on improving Civil Service. As a consequence the full Grand Jury recommended a proposed Charter amendment, which would: 1. Increase the number of Civil Service Commissioners from three to five members; 2. Shorten the terms of the Commissioners from six to four years; 3. Require open meetings of the Civil Service Commission after the hour of 8A.M. to 5 P.M. in order that the employees and the general public might attend, and have an opportunity to be heard on matters effecting such persons.

Section 19 of the Charter provides for open meetings of Boards and Commissions, but it does not provide for a hearing to be given to interested parties, nor does it provide that meetings shall be held after the hours of 8AM to 5PM, in order that those persons working during the day may attend.

The Charter Amendment was proposed after exhaustive hearings and after taking into consideration that the courts in the past have refused to interfere with the decisions of the Civil Service Commission except on questions of law.

The California Supreme Court in Pratt v Rosenthal (181 Cal. 158) stated: "This Court has said in a case involving the powers and duties of the San Francisco Civil Service Commission: "Courts should let administrative Boards and officers work out their problems with as little judicial interference as possible. They may decide a particular question wrong - but it is their question. Such boards are vested with a high discretion and its abuse must appear very clearly before the courts will interfere."

After the full Grand Jury concurred in the proposal of your Special Sub-Committee, and recommended that the proposed charter amendment be submitted to the Board of Supervisors for inclusion on the November 6th ballot the Board of Supervisors saw fit to remove all of the changes proposed except the section relative to open meetings. This change was brought about as a result of opposition from certain groups and the representative of the Bureau of Governmental Research, to increasing the number of Commissioners from three to five, and reduce the term of office from six to four years. In addition to this change a further complication arose when the provision for a secretary to the Civil Service was inadvertently left out of the Charter amendment as the result of a clerical error.

Without any organized support, the Charter amendment was passed by the people by a substantial margin. Only the San Francisco NEWS recommended the "YES" vote, while the CALL BULLETIN took no action, and both the San Francisco CHRONICLE and the EXAMINER recommended a "NO" vote.

Employee organizations took no action, the Mayor opposed the measure and the Board of Supervisors rescinded their previous favorable action on the proposed amendment. The non-action and opposition was brought about by the clerical error previously referred to, which resulted in the omission of the sentence: "The Commission shall appoint a Secretary, who shall be the executive officer of the Commission". After the amendment was passed by the people it was brought out that the omission would result in no harm, as section 19, sub. h provides that each commission shall have power" "to appoint a secretary... to be the administrative head of the affairs under its control, who....shall not be subject to the civil service provisions of this Charter, and shall hold office at its pleasure." Indirectly the Grand Jury was given a vote of confidence by the people in the passage of the amendment without organized support.

Charter Amendment #8 is a very important addition to the Charter. The addition provides: "The regular meetings of the Civil Service Commission shall be open to the public and held at such a time as will give the general public and employees of the City and County adequate time within which to appear before the Commission, after the regular daily working hours of 8AM to 5 PM. Such person or persons shall be given an opportunity to be heard by the Commission before final action is taken in any case involving such person or persons."

History has shown that no matter how good the law, secrecy has invariably worked towards the detriment of the public welfare in public administrative affairs. Only when the operations of administrative tribunals have been thrown open to the public, with the possibility that the spotlight of publicity would be turned on decision adverse to the general welfare of our citizens, has the give and take of our democratic process been allowed to run its course and achieve the maximum good for the greatest number of our citizens.

Your Committee would like to make a few extra Recommendations relative to local Civil Service

These recommendations are based on data assembled during the past year as well as the personal observations of your Committee. It is hoped that the next Grand Jury may see fit to put these recommendations into effect. The Recommendations are:

1. The present small Board makes it too easy for one man to dominate the Board. Until the appointment of Allen E. Charles by the present Mayor, the Civil Service Commission had the very unhealthy situation, both from the standpoint of public welfare and good administration, wherein the President of the Commission, an attorney, was in addition, "Attorney for the organizations which his two fellow Commissioners represented.

A five man member Commission has worked well in Los Angeles where each Commissioner has certain departments for which he is accountable on matters of Civil Service. Such a plan could be installed in San Francisco with a stimulating effect.

WE THEREFORE RECOMMEND a five man member Board as outlined, consisting of two labor representatives, two employers, and one member not affiliated with the foregoing groups mentioned above.

2. We have found that a term of six years is too long, and if any need ever existed for such a term, it does not require it today. An incoming Mayor with a five member Board would require two and one-half years to get control of the Commission if it was curtailed to a four year term. From a Mayor making good appointments the public has nothing to fear. However the Mayor does receive the blame for any poor performance of the Civil Service Commission at the present time, although there is nothing he can do to prevent it. Hence

IT IS RECOMMENDED that the term of Office be reduced from six to four years for each member.

3. The salaries of the members of the Board were fixed some 45 years ago at a salary of $1200. per annum per member. As everyone else has received an increase in pay since that time, except, it seems, the members of the Civil Service Commission, and because of the high calibre of men required and the grave responsibilities, which the Commissioners must assume? -

WE THEREFORE RECOMMEND that immediate steps be taken to increase salaries of the Civil Service Commissioners to $2400. per annum per member.

4. The Examining Division of the Commission should be completely re-organized. There is no dispute apparently that the staff of the Civil Service Commission is weak. The weakest link in the staff is the Examining Division, whose chief started as a clerk many

years ago. However, the chief of the Examining Division has no special training and an inadequate background for the important post which he holds.

It should be remembered that the Examining Division is responsible for the holding of examination for all of the positions in the classified service - from janitor to executives, professional men, technical experts, etc. To obtain the best qualified and capable persons in these positions it is required that the Chief of the Examining Division have the highest background and specialized training. Although we are reluctant to suggest that a civil service position be removed from the classified service, it would seem that the Civil Service Commission should be allowed to appoint the Chief of the Examining Division after setting certain qualifications for the position.

WE THEREFORE RECOMMEND that the Civil Service Commission of the City and County of San Francisco shall be given powers in a Charter Amendment to appoint a non-civil service Department Head, to be Chief of the Examining Division; that this particular party shall have had at least a University training and to serve at a salary to be fixed by the Commission according to his ability - not to exceed $5,000. per year. We feel this will provide the missing link in Civil Service Examinations.

5. Section 142 of the Charter relative to the holding of more than one salaried position in the City's service should be clarified by an Amendment.

In this matter the City Attorney ruled that it was perfectly legal for the Commission to combine the civil service position of Personal Director (G60) with that of the appointive and non-civil service position of Secretary of the Commission, to form the combination entitled Personnel Director and Secretary (G62). The maximum salary for the former position is $500. monthly; for the combined positions is $625. monthly. If these positions can be combined legally there is no limit to the number of civil service positions which may be combined with non-civil service positions, so that the holders may draw increased salaries for what may be termed two (half-time) jobs.

WE THEREFORE RECOMMEND that no person may hold more than one position, Civil Service or otherwise, and that no person may draw more than one pay check within a department, either under the guise of a combined position, or otherwise.

6. The alleged abuse of the civil service "Sick Leave" rule should be investigated. We have found many abuses in this and the overtime pay questions, but time did not permit us to make a thorough investigation of these questions. Practically all of the complaints seemed to center on department heads who were off sick while the time rolls showed that they were supposed to be working. Others were marked as overtime days off, continued with sick leave days, making a long time off. Such conditions as these arouse suspicion, and while we are perhaps not in a position to recommend corrective measures at this time, we do feel that the Commission should not approve these items on the payrolls unless they are convinced by thorough investigation, that they are valid.

We do however, heartily recommend that the 1946 Grand Jury give this subject all the consideration and investigation which it deserves.

7. Conflicts in the Charter should be remedied. On several suggested changes to the City Attorney relative to the Civil Service, your Committee was informed that there was a conflict with another section of the Charter and to make the change effective, both charter sections would require amending.

WE RECOMMEND THEREFORE, that due precaution be taken to see that there is no conflict between any proposed amendment and any existing section presently in said Charter.

Respectfully submitted,

JOHN SILVEY, Chairman,

SAMUEL CERF.

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SAN FRANCISCO

JANUARY 9th, 1947

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COMMITTEE REPORTS ADOPTED

Secretary Superior Court.

GRAND JURY

1946

HENRY C. MAGINN
Foreman

JOHN J. SMITH
Secretary

WILLIAM BENSON

JOSEPH C. BONZANI

DONALD A. CAMERON

JAMES O. GREENWELL

R. GRAHAM HOLABIRD

DAVID A. HUGHES

MELVIN A. HULLING

J. STANLEY KLEIN

CHRIS D. McKEON

MELVILLE C. NATHAN

ANGELO PETRI

F. MORRIS ROWLES

MAX B. SCHULZ, JR.

KARL SNOW

FRANK SORACCO

EDWARD B. WARD

ARTHUR E. WILKENS

Impaneled January 9, 1946
Discharged January 9, 1947

David F. Supple,
Consultant-Statistician

San Francisco, California,
January 9th, 1947.

Honorable Edward P. Murphy, Presiding Judge,
Superior Court, City and County of San Francisco;
San Francisco, California.

Honorable Sir:

I herewith submit the final report of the 1946 Grand Jury of the City and County of San Francisco of which I had the privilege of serving as Foreman with Mr. John J. Smith as Secretary. The following are the other members of the Grand Jury:

WILLIAM BENSON	ANGELO PETRI
JOSEPH C. BONZANI	F. MORRIS ROWLES
DONALD A. CAMERON (Alternate Foreman)	MAX B. SCHULZ, JR.
R. GRAHAM HOLABIRD	KARL SNOW
DAVID A. HUGHES	FRANK SORACCO
MELVIN A. HULLING	EDWARD B. WARD
J. STANLEY KLEIN	ARTHUR E. WILKENS
CHRIS D. McKEON	JAMES O. GREENWELL (Deceased)
MELVILLE C. NATHAN	

It is to be understood that the recommendations and suggestions in this report are intended as constructive criticism. However, it is our belief that a Grand Jury could function more efficiently if some of the recommendations herein contained are put into effect.

It is further to be understood that this Grand Jury adopted a system of releasing quarterly reports made by the various Committees relating to the administration of the Department of the City Government. It is our belief that the release of these reports served a beneficial purpose in guiding the heads of the various departments in carrying out the recommendations of the Grand Jury making the recommendations while it was still in office. That this innovation was accepted as fair and equitable is evidenced by the spirit of co-operation which developed between the City Department Heads and the Grand Jury.

It is preliminarily recommended in this regard that an investigator be chosen by the Grand Jury for the purpose of gathering information subject to the request of the Jury upon various matters which might otherwise and do require the time of the Jurors all of whom are presumably extremely busy men.

It is also urgently recommended that the Grand Jury be allowed to employ a stenographer, who would be no part of any other City Department, in order that such stenographer might take notes as requested by the Foreman during various discussions. At times it is helpful to have certain parts of discussions properly transcribed.

It is further recommended that for the purpose of keeping matters pertaining to the business of the Grand Jury confidential, the minutes of each meeting should be written up by the stenographer and kept and filed under lock and key by the Foreman or the Secretary of the Grand Jury.

The District Attorney's Office was most helpful in the

presentation of criminal matters and we are deeply indebted to the District Attorney, Edmond Gerald Brown, and to his capable assistants, Marshall Leahy and Norman Elkington, who succeeded Mr. Leahy in the closing months of this Grand Jury's service.

The Grand Jury wishes also to express to you, the Presiding Judge, its sincere appreciation of your sympathetic understanding and friendly counsel.

We also wish to express our appreciation to the other members of the Judiciary, both Municipal and Superior, for their helpfulness and co-operation.

Respectfully submitted,

H. C. MAGINN,
Foreman 1946 Grand Jury
of the City and County
of San Francisco.

1. MAYOR.

Routine procedure requires the Grand Jury to inform itself upon the conduct of all Municipal Departments. The Mayor's Committee has made an examination of the office of the Chief Executive. Mayor Lapham also appeared before the Grand Jury and entered into a full and frank discussion of the manifold problems with which he is daily confronted.

Your Committee believes that the office of Mayor as conducted by the Honorable Roger D. Lapham has been administered with businesslike efficiency. With a staff trained in its duties, the public receives prompt and courteous attention and we have found the Mayor to be conscientious and painstaking in the performance of his duties and at all times ready to devote to every problem the amount of time and careful study necessary for a considered decision.

Conditions wholly beyond his control have, of necessity, made the current budget the largest in our City's history. The Mayor has succeeded with businesslike judgment in limiting appropriations to such as were reasonably required for efficient maintenance of government departments. At the same time he has not adopted a niggardly policy of cutting appropriations to a level where essential civic and humanitarian functions of municipal government would be impaired.

We call attention to our high tax rate with the suggestion that every safe and sane effort be made to lower taxes and at the same time to increase efficiency and economy in all city operations.

Our bonded indebtedness is a great worry to many of our citizens. It is therefore suggested that before any further bonds are requested for public utilities the possibility and advisability of private enterprise operating a particular utility be fully explored.

It is also believed that the Mayor can be thwarted in carrying out his policies by holdover Commissions from a previous administration thus preventing an elected official from the performance of his duties and from carrying out his promises to the people who elected him. It is therefore recommended that the Mayor fully explore the advisability of reducing all Commissions to one man who must qualify as an expert in his chosen field.

The work of administering the affairs of a great city like San Francisco is a tremendous task and it is our thought that the Mayor and his City Administrator require the assistance of a Board of seven Supervisors working full time to assist them in their respective functions which we believe to be too big for any two men and part-time assistants.

In conclusion we commend the Mayor for his activities in seeking for San Francisco the headquarters of the United Nations.

Respectfully submitted,

WILLIAM J. BENSON, Chairman

ANGELO PETRI,

CHRIS D. McKEON.

2. CHIEF ADMINISTRATIVE OFFICER.

Your Committee's examination of the office and functions of the Chief Administrative Officer discloses that in the administration of his duties the Chief Administrative Officer has acted with efficiency and conscientiousness. The Chief Administrative Officer is responsible for many of the most important functions in city government.

We commend the Chief Administrative Officer, Mr. Thomas A. Brooks, as a loyal public servant.

Respectfully submitted,

MELVILLE C. NATHAN, Chairman

JAMES O. GREENWELL

ANGELO PETRI.

3. CONTROLLER, TREASURER, PURCHASER, SALES TAX, RETIREMENT BOARD, FINANCE AND RECORDS.

During the year your Committee has personally interviewed the heads of the various departments referred to above and, is assured that these important offices are properly conducted. Financial statements and periodical reports were submitted to us regularly and after careful scrutiny we have found them all to be in order.

Since Mr. Harry Ross was appointed in the latter part of 1945 to succeed the late Mr. Harold Boyd, as Controller, particular attention was directed to the office of the Controller. Our investigation proved Mr. Ross to be a faithful public servant of unquestionable integrity and with an unusual executive ability to perform the arduous tasks required of his office. His co-operation with and advice to other departments of the City have resulted in much saving of time and money. An outstanding accomplishment in this office was the bringing up-to-date of the controls and the detailed posting of the accounts of the Retirement Fund, which work had been in arrears for almost a year when under the supervision of the Retirement Fund alone.

Considering the fact that the Retirement Fund consists of approximately forty-six million dollars for thousands of city employees, including the newly acquired Market Street Railway carmen, it is our recommendation that provisions be made for the Controller's office to continue with the supervision of the accounting of all these important monies.

At the request of several large firms in San Francisco an investigation was made of the delay in placing orders by the Purchaser. We found that due to certain provisions of the Charter it was impossible to send out the orders promptly after bids. Some time can be saved by minor corrections of procedure and at the same time the Charter provisions may be complied with. Therefore an ordinance has been prepared by the Purchaser with the co-operation of the Controller and City Attorney and after receiving the final approval of the Chief Administrative Officer will be presented to the Board of Supervisors for adoption. It is our recommendation that a modern and more efficient plan of purchasing procedure be included in any Charter revision contemplated or pending this, that an amendment to the Charter be prepared and adopted.

Our review of the Purchaser's office convinces us that Mr. Martin Gerry is conducting his office efficiently and in a business-like manner although handicapped by the antiquated Charter provisions heretofore advertised to.

We found the records of the Treasurer's office were in excellent condition and were kept in strict accordance with State Law and the provisions of the Charter.

Other offices referred to in the caption of this report were found to be efficiently and properly conducted.

Respectfully submitted,

MELVILLE C. NATHAN, Chairman

DAVID A. HUGHES,

MAX SCHULZ, JR.

4. ASSESSOR, TAX COLLECTOR, REGISTRAR OF VOTERS.

ASSESSOR.

On May 15th, 1946, we submitted a lengthy detailed report on the Assessor's Office, and under the property exemption, Federal, page one and two of that report, we wish to add that early in December of 1946, Assessor Russell L. Wolden appeared before a United States Senate Sub-Committee on Public Lands, with a view to urging legislation providing for local taxation of federally owned property. It is estimated by Mr. Wolden that if the federally owned property within the City and County were taxed as private property, it would effect the reduction of fifty cents per one hundred dollars of assessed valuation for the individual taxpayer.

In that report we recommended that additional sources of revenues should be found to meet the expanding services of San Francisco. On November 5th, 1946, the voters emphatically rejected a retail sales tax proposal by a vote of three to one. With the increased cost of city government voted at this election it appears that real estate is going to be unduly burdened with a very heavy tax rate unless additional sources of revenue can be found.

It is our observation that the office of Assessor is efficiently and conscientiously conducted by Mr. Russell L. Wolden.

TAX COLLECTOR.

Your Committee visited with Mr. Edward F. Bryant, Tax Collector of this City and County, and was conducted through all the departments of his office. Modern methods employed in the collection of taxes were explained to us, including taxes when paid in cash and by check; including the method of clearing checks and the turning over of funds to the City Treasurer.

The tax office is divided into three sections:

1. Real Estate Tax Division (including personal property taxes);

2. The License Bureau; and

3. The Bureau of Delinquent Revenue Collections.

The real and secured personal property taxes and the unsecured personal property taxes are large in volume accounting for the bulk of the tax revenue. The bills for these are printed on IBM equipment of the Assessor's office resulting in neater and more legible accounting procedure.

The License Bureau issues over thirty thousand licenses amounting to over four hundred thousand dollars and is handled in a modern manner.

The Bureau of Delinquent Revenue Collections handles all the bad debts and delinquent accounts of all the various city departments. This we found to be a splendid procedure since it combines all the effort of collecting over-due accounts that may be due the City into one bureau that concentrates on the collection of such accounts.

Tax Collector Edward Bryant is very familiar with the duties of his office and has the assistance of an extremely competent staff of employees.

REGISTRAR OF VOTERS.

The Registrar of Voters Office under the direction of Mr. Cameron H. King, has just completed a busy period following the election of November fifth, 1946. We found the records of this office to be well-kept and segregated. In this regard it is to be remembered that a great many changes take place each year requiring constant checking to keep the lists of registered voters up-to-date.

4. ASSESSOR et al. (continued)

The fourteen hundred and eighty-five voting machines are kept in good condition. After election the accuracy of the count is assured by double independent checking by the Registrar's deputies and also by the precincts' election boards.

Every two years a rather large number of voters is dropped from the registration roll for failing to vote. The following figures we found to be interesting:

Voters dropped at the end of the year 1942	117,981
Voters dropped at the end of the year 1944	49,745
Voters dropped at the end of the year 1946	140,000 (estimate)

The 1946 net addition to the registration rolls was 53,408 bringing the total registration for 1946 to 430,114. It is interesting to note that on November 5th, 1946, only 270,457 exercised their franchise. The voting was 62.8 percent of the registration. This is about the average percentage voting, except that in presidential years it runs up higher, viz: 1940 presidential year, 82%; 1944 presidential year, 86%.

Numerous registration places were provided by the Registrar to make it convenient for voters to register.

Elections have averaged three per year for a long period of time.

The office of Registrar of Voters has twenty-one permanent employees but prior to an election and for sometime thereafter this force is increased to 210. There is, therefore, a lull in the activities in this office during intervals between elections. With this in mind, a suggestion was made by a member of this Jury that the advisability of combining the duties of the Registrar of Voters with some other city department might be considered. Your Committee has investigated this matter and is of the opinion that this can be accomplished under Section 20 of the Charter.

This matter was discussed in further detail with the Chief Administrative Officer and it appears to us that such action would result in more efficient and steady employment of the personnel of the office throughout the year if it were combined with some other office. Los Angeles and San Francisco are the only two cities in the State that maintain a separate office for the Registrar of Voters. The present Registrar of Voters reaches retirement age during the latter half of 1947.

Therefore, for reasons of efficiency this Committee recommends the office of Registrar of Voters be comgined with another city department such as that of the County Clerk or Recorder, as the Chief Administrative Officer may decide.

Respectfully submitted,

KARL SNOW, Chairman

JOSEPH C. BONZANI,

ARTHUR E. WILKENS.

5. COUNTY CLERK, RECORDER, PUBLIC ADMINISTRATOR.

RECORDER.

One of the most important departments in the City and County is conducted by Mr. Thomas A. Toomey, the Recorder. Figures available in his office indicate that the work of this office has increased tremendously. In view of this increase the following recommendations are made:

1. That the office counters be re-designed; in such manner that the counters would be placed across the office instead of lengthwise as presently. Thus the public would be enabled to identify the particular window at which his business should be transacted. It is also recommended that the files in this office be re-arranged to increase the efficiency of the filing system.

It is further recommended that a special office for title searchers who now sit out in the open office be arranged for in order to avoid giving the general public the bad impression that city office employees are not working. It is recommended that files be removed from the mezzanine floor and combined with files now located on the first floor. It is believed that these changes will permit Mr. Toomey, the Recorder, to streamline the flow of work through his office with more efficiency and speed.

In addition to the above mentioned recommended changes this large office should have an entirely new lighting system; that is, one that will give plenty of light rather than one for display of fixtures. In addition to that,a complete sound-proofing job is recommended.

COPY CLERKS' OFFICE.

It is inconceivable to your Committee that anyone can work in this particular office. The noise is like that of a boiler factory. About thirty people are crowded into a space that will hardly hold twenty. The lighting system in this office consists of the old-fashioned drop-lights with paper wrapped around them to keep the glare out of the typist's eyes. Your Committee feels that this office should have immediate attention.

Thus it is recommended that a new fluorescent lighting system be installed for lighting purposes rather than for style. Also that germicidal lamps be installed to prevent the transmission of colds and other communicable diseases. It was found that five of the personnel of this office were absent on the day of your Committee's visit by reason of illness. Sound proofing is also recommended for this office together with a new ventilating system.

The Recorder requests that the Grand Jury assist him in having Section 4131 of the Political Code of California amended so that County Recorders may utilize the photostatic methods of making and transferring records. This has been requested and recommended for years and nothing has ever been done about it. It is our hope that the Recorder may be able to attain his objective.

In this connection it is noteworthy that a photostatic machine is used in our own County Clerk's Office and resulted in a saving of some twelve thousand dollars in one year.

Every state in the Union except four has adopted the photostatic machine for this type of work. Also of the twenty larger cities in America only San Francisco and Los Angeles do not use this method of recording. The city of St. Paul, for example, for twenty years, with three women, turn out some four hundred folios per day.

5. COUNTY CLERK et al. (continued).

With only fifty-five employees in this office and the back-log of folios increasing daily, the time has come for Civil Service to do something. It is felt that an emergency exists in this office.

It is the opinion of your Committee that Mr. Toomey is running his office with what help he has to the best of his ability.

A word of commendation to the personnel in this office. They have much to do under trying circumstances and are doing the best they can.

PUBLIC ADMINISTRATOR.

Public Administrator, Mr. Phil Katz.

Your Committee visited this office and was amazed that Mr. Katz is able to discharge his duties as efficiently as he does. His offices are small and crowded; not only crowded with people but also with files. We found paper box files in hallways. In Mr. Katz' office, and without any attempt to be facetious, we found files in the lavatory, not because Mr. Katz wanted to place them there but simply because he had no other place to put them.

The reception hall is a dark and dingy place. There is an almost complete lack of light and proper ventilation. Mr. Katz has asked for additional help including a bookkeeper and typist in his budget and it is recommended that this be given to him.

The office and consultation rooms of the attorneys are so small that only three people could possibly occupy them at one time. More space should be found for this office. It has been found necessary for the County Clerk, at the other end of the building, to give Mr. Katz permission to place a desk with a typewriter in the Naturalization Office.

COUNTY CLERK'S OFFICE.

This office is handling about three times the normal business done in 1940 with the same amount of help. This office is self-supporting and turns about two thousand dollars per year to the Treasurer plus two thousand dollars to the Law Library. Total suits filed in 1945 - 12,581; total s uits filed in 1946 - 12,788; increase in volume 16.5

The State Political Code does not prevent this office from using a photostatic copying machine, resulting in a saving to the City of some twelve thousand dollars per year and enables the County Clerk to provide copies of papers overnight to those who want them.

Your Committee in conclusion feels that the Recorder, Mr. Thomas Toomey, the Public Administrator, Mr. Phil Katz, and the County Clerk, Mr. Herman van der Zee, are respectively conducting their offices efficiently and to the best advantage under the present abnormal conditions and are to be commended for the manner in which these important offices of our City a nd County government are conducted.

Respectfully submitted,

ANGELO PETRI, Chairman

JAMES O. GREENWELL (Deceased)

WILLIAM BENSON.

6. DISTRICT ATTORNEY; CITY ATTORNEY; PUBLIC DEFENDER.

DISTRICT ATTORNEY'S OFFICE.

The personnel of the District Attorney's office are perhaps more closely allied with the Grand Jury than any other branch of the City government. As a consequence all of the members of the 1946 Grand Jury have had an opportunity to observe the high calibre of our District Attorney and his deputies during our term of office.

Many improvements have been made in the operation of this office since the present District Attorney and his associates assumed their responsibilities in 1944. This organization is now staffed with twenty-five alert, young and well qualified deputies, all of whom are a credit to the City and County of San Francisco.

In 1944 there were twenty-seven deputies assigned to this office. This has since been reduced to twenty-five deputies. However, statistics issued at the close of 1945 show an increase of approximately 20% over 1944 in the number of cases handled in the various divisions of the District Attorney's office and a further increase will undoubtedly be indicated at the close of 1946.

The complaint division which now handles approximately 33,000 cases annually is operating very efficiently. Their quarters have recently been remodeled and they now have several rooms where cases may be heard with some degree of privacy by the men assigned to this office. And it also provides means whereby the deputies assigned have suitable quarters to study such cases as are referred to them from time to time.

There are three very able women deputies assigned to the Bureau of Family Relations who personally review and by telephone, more than five thousand cases each year. During these interviews every effort is made to bring these families together especially in cases where children are involved and we are informed that in the majority of cases they have been successful. First of all, these deputies have an earnest desire to bring these families together. They have a keen understanding of human nature and as a result they are in many instances able to provide a home for the children.

We are informed that there are a number of instances in the District Attorney's office where desks, chairs, law books and other equipment necessary to carry on the work of the District Attorney's office have been provided by the deputies themselves.

It is the recommendation of this Committee that such equipment as is considered necessary for the successful operation of the District Attorney's office be provided by the City and County of San Francisco.

In conclusion we compliment the District Attorney, Mr. Edmund Gerald Brown, and his capable staff of assistants, for their efficient handling of the important functions of their office.

CITY ATTORNEY'S OFFICE.

Inspection was made of the City Attorney's office by your Committee and it was found that the space accorded this office is grossly inadequate. Lawyers are working in dingy cubicles under poor artificial light; some are working at tables in the library without any offices. In addition the public having business with the Retirement System interferes with the lawyers stationed in the library. This does not afford the attorneys opportunity to interview witnesses and properly conduct their research work and dictation. One important trial deputyship has not been filled as there

6. DISTRICT ATTORNEY et al (continued).

is no space in which to put him in spite of the fact his services are needed.

It was found from the records of this office that from January 1st, 1946, to December 13th, 1946, seventy-nine cases were tried by the City Attorney's office for the Municipal Railroad alone in the Superior Court; sixty-three in the Municipal Court; and one hundred and eighty-five settled. In the calendar year 1946 there have been filed four hundred and eighty-eight cases against the City arising out of the operation of the railway. They are divided as follows:

285 in the Superior Court;

199 in the Municipal Court; and

4 in the United States District Court.

These figures are to and including December 12th, 1946, and projecting this rate this, for the remainder of the year, would bring the total up to 514 or at the rate of 1.41 suits per day for the calendar year. The damages sought to be recovered in these railway cases for the period stated are in the sum of $7,093,000.00.

The City Attorney's office has also been engaged in trials involving all other departments of the City. During the calendar year there were 237 other suits filed against the City involving other utilities and departments operated by the City. The City itself has instituted many suits in condemnation and for other causes during the year.

During the period January 1st to December 13th, 1946, the City Attorney has rendered 141 opinions to various elected officials including the Board of Supervisors, Department Heads and Commissions of the City Government.

One of the outstanding achievements of this office during the year was the recovery of $688,000.00 ordered paid by the Supreme Court to the State of California and which sum represented the difference between six cents and seven cents fare charged by the Market Street Railway which has not been refunded to the car riders. The City Attorney's office contested the order; was opposed by the State and the Market Street Railway but succeeded in having the Supreme Court modify its order and direct the payment of the $688,000.00 to the City and County. The case is now before the United States Supreme Court.

Due to the recent illness of Mr. John J. O'Toole, the City Attorney was not available at the time of our examination of his office and we therefore discussed the operation of it with Mr. Dion Holm, Public Utilities counsel, who has been associated with the office for a period of twenty-one years and we found him more than anxious to provide us with information concerning the operations of the City Attorney's Office.

It is our opinion that the office is being adequately conducted and it is our recommendation that immediate consideration be given to additional space which is urgently required.

Respectfully submitted,

F. MORRIS ROWLES, Chairman

R. GRAHAM HOLABIRD

MELVIN A. HULLING.

6. DISTRICT ATTORNEY'S OFFICE et al (continued).

PUBLIC DEFENDER'S OFFICE.

The office of the Public Defender is headed by Mr. Gerald P. Kenny. He has four deputies and one general office girl. His headquarters are located at 550 Montgomery Street. This office handles a very large number of cases as indicated by the fiscal year 1945-1946 report. The increase of the number of cases handled over the fiscal year 1944-1945 is approximately an increase of 25%.

The deputies assigned to this office are apparently well qualified to handle their respective duties. The oldest, in point of service, has been with the department for eleven years and the youngest, a recently returned veteran, for a period of seven months. The general office girl has five years in point of service with this office and is a Civil Service employee. The total budget for this office is approximately $38,000.00.

The offices provided for the Public Defender and his staff appear to be adequate, however, they have requestedaa part-time girl to relieve the one that is now employed for the noon time and during the vacation period. It is now necessary that one of the deputies be present each day to act as relief during the noon hour. It would appear to be necessary that someone be provided during this period and it hardly seems reasonable to use a deputy public defender for this work.

The Public Defender's Office has also requested that one car be assigned to provide transportation for the deputies as they now use the street-car or their own means of transportation, there being no provision made whatever for their transportation purposes.

It is your Committee's recommendation that these requests be given careful consideration as they appear to be reasonable and from the information obtained we recommend that they be provided at an early date. The office appears to be adequately managed and operated.

Respectfully submitted,

F. MORRIS ROWLES, Chairman

R. GRAHAM HOLABIRD

MELVIN A. HULLING.

7. SUPERIOR AND MUNICIPAL COURTS (CIVIL AND CRIMINAL);

ADULT PROBATION.

A visit to the Civil and Criminal Courts of this City and County of San Francisco during such times as these Courts were in session, were found to be conducted in a thoroughly, efficient and dignified manner. It was noted that noise outside the various courtrooms provided a source of frequent annoyance which is not in harmony with the dignity that should prevail in courtrooms and is distracting to all officers of the Court. It is recommended that until such time as a new courts building can be erected all courtrooms be sound-proofed as well as corridors leading to them.

The various departments of the Municipal Court likewise impressed your Committee with the fact that such Courts are being conducted with efficiency and dignity.

It is the recommendation of your Committee that State Legislation increase the number of our Superior Court Judges from the present number of eighteen to a total of twenty-one.

In conformity with the recommendation of the 1944 and the 1945 Grand Jury we again call attention to the fact that the present crowded facilities for both jurists and jurors are entirely inadequate at the City Hall as well as at the Hall of Justice. It is for this reason that it is the recommendation of the Grand Jury that a new Courts Building be given high priority for post-war civic improvements. It is further recommended that this building be so planned that it will hold not only all the Courts of the City and County of San Francisco, but that all departments connected with our Courts in any way, be housed in this one building. A building of this type would pay for itself in rents, is the opinion of your Committee.

ADULT PROBATION.

Your Committee has consulted with Mr. George McNulty, Chief of the Adult Probation Office located at 550 Montgomery Street, Mr. McNulty explained to the Committee in detail the duties of this important department of the Courts of the City and County of San Francisco. It was found that the various judges,both Superior and Municipal, have frequent occasion to call on this department for information on applicants for adult probation. This information must be correct and dependable.

It is the further duty of this department to receive and record reports on those paroled from our state prisons. Probationers of our local Courts must also report to this office.

It was found that Mr. George McNulty has a very excellent group of deputies and assistants, both men and women, who have had years of experience in this frequently disheartening type of work. The office is almost self-sustaining.

Respectfully submitted,

JAMES O. GREENWELL (Deceased)

R. GRAHAM HOLABIRD,

FRANK SORACCO.

8. POLICE DEPARTMENT.

The Police Department of any city is all inclusive in its importance. Its conduct should be and is one of the major concerns of civic government.

It is the feeling of your Committee that San Francisco has a good Police Department and the Police Committee of your Grand Jury so reports after a thorough study of the personnel of the department and the functioning of the police in their day by day activities.

It is the feeling of your Committee that much additional physical equipment is needed by the Police Department and it is the further feeling of your Committee that there are not enough policemen.

In spite of the handicaps imposed by shortages of equipment and manpower we believe that the administration of this department is up to date in its methods of dealing with crime and has organized the available personnel in the most efficient manner possible.

In San Francisco crime has been held to a minimum in this critical after-war adjustment period. There is no organized crime or vice in San Francisco. We have no gangsters here. Pickpockets and bunco men are almost entirely absent and have been for a period of many years.

There has not been a bank holdup in San Francisco for a decade. It is known throughout the Nation's underworld that San Francisco is a "hot spot" - one that is avoided by gangsters, bankrobbers, organized thugs of every kind and character because of difficult police opposition.

VENEREAL DISEASE CONTROL. Your Committee found that because of strict enforcement of anti-vice laws there is a steady decline in the number of incidents reported of venereal disease infection.

POLICE ACTIVITY. The fact that the San Francisco Police Department is busy day and night is demonstrated by the great number of arrests upon record.

During the last ten months there were a total of 74,159 arrests made in felony and misdemeanor cases, and the police served in addition a total of 420,531 citations for traffic violations.

POLICE COMMISSION. The present Police Commission is composed of men of outstanding civic reputation. It is apparent that they are applying sound business methods in the administration of the department and that they have a comprehensive understanding of the objectives of law enforcement.

This commission has reactivated Section 35.11 of the City Charter and is now rewarding policemen for meritorious conduct. This Section provides that:

> "On recommendation of the Chief of Police, the Commission pay a reward of $100.00 for heroic conduct above and beyond the call of duty and $50.00 in lesser cases."

This has had the effect of stimulating officers to extra efforts in law enforcement and in the prevention of crime.

BUREAU OF INSPECTORS. The Bureau of Inspectors is the nerve control center of the Police Department. It is efficiently managed. The inspectors are to be commended for their faithfulness to duty and for the large part they play in the investigation of major crimes.

PHYSICAL PROPERTIES. It is the feeling of your Committee that the Hall of Justice where the administration of the Police

Department is centered is antiquated and unsuited for the needs of an up-to-date police force. The building is over-crowded. The physical arrangements obviously result in reducing administrative efficiency. This Committee therefore fully endorses the plan for anew Hall of Justice which should be included in the overall project for postwar civic improvements in San Francisco.

Your Committee is also advised that several of the district police stations are in poor physical condition and are not centrally located. We are satisfied that the general public visiting these stations has observed the dilapidated condition of some of the buildings and has noted the obsolete office equipment. It is therefore our belief that a modernization of these stations and the relocation of some of them would enable them to serve the public more promptly and efficiently. We heartily endorse all moves in this direction.

EQUIPMENT. Severe criticism is made of the present policy of police motor vehicle operation. Police automotive equipment now in use has run up mileage totals as high as 175,000 miles for some units. Private industry has learned that it is not economical to keep cars in operation after they have gone 75,000 miles. We think this policy should be adopted by the San Francisco Police Department.

The Police Commission has recently recommended the replacing of police automotive equipment on a three-year basis. The purchase of new police cars should be immediately carried out to a successful conclusion. Manifestly the police should have equipment which is on a par with or superior to the equipment of the criminal element they must combat.

PERSONNEL. The increase in San Francisco's population has greatly increased the number and complexity of the problems the police must constantly deal with. The City is now operating with a police force no larger than it had when the population was fully 250,000 less than the 900,000 it not has. San Francisco's police force now totals 1,521. It should be at least 1800, even on the basis of the old Charter ratio of one policeman to each 500 people. The Police Department is now asking an additional 150 men to bring the total up to 1471, a figure well under the number set by the Charter. Moreover, it is to be noted that 126 out of the total present force of 1321 policemen are limited tenure police officers. With the present vacancies and the eventual dropping of the limited tenure class there will be a further shortage of men. All this is in the face of the 1946-47 budget which provided for only 150 additional policemen. Furthermore, recent examinations for policemen failed to bring in as many applications as formerly responded. Only 687 applicants took the written examination. Of this number it is estimated that less than 250 men will be eligible for permanent appointment to the Police Department. This list is more than matched by the number of existing vacancies.

The steadily growing volume of traffic in our streets is one among many factors which are piling additional burdens on our undermanned police force. For instance, the first eight months of 1946 registered a 19% increase in traffic citations issued by San Francisco police over the same period of 1945; and an increase of 15% in traffic accidents. The demands of traffic have necessitated the assignment of more and more policemen to traffic duty and a consequent lessening of the number of patrolmen.

POLICEMEN-CLERK-STENOGRAPHERS. We recommend that serious attention be given to the employment of policemen-clerk-stenographers. These men should be vested with police authority and could be used as a reserve police unit for emergencies, parades, public events, etc. The Police Department now has many civilians employed in a clerical capacity but they can be used only in their clerical duties. A system advocated and recommended herein is in successful operation in other cities.

8. POLICE DEPARTMENT (Continued)

Your Committee adds its support to the present training program recently instituted by the Chief of Police. A Police Academy has been established and 40 men in the department have recently concluded a 16 weeks course. The highest type of instructors was procured from the professional and educational field, as well as from the ranks of law enforcement officials. Experts now rate this Academy as the best of its kind on the Pacific Coast. As new men are indicted into the Department they will be trained and readied for efficient police work in the shortest possible time. We endorse the proposed construction of a new police academy building upon the Lake Merced training grounds where this work can be centralized.

Having in mind all that is being done now to promote police efficiency in San Francisco it is our recommendation that indicements be offered to the young men of this City to take up police work as a career. We realize that the City is now losing many young men who are responding to the attractive offers extended by private industry. These indicements should be in the form of adequate pay and improved working conditions.

RADIO. Your Committee inspected the radio broadcasting facilities of the Police Department. The transmitter has been in use for years, and should be replaced with the latest equipment. This would greatly improve reception by radio cars and by the Bay Counties radio stations which monitor the San Francisco Police Radio Station.

The complete modernization of the police radio system should also include the equipment of all police cars with two-way radio sets. The very latest in radio perfected during the war is now available for installation.

This modernization of police radio equipment would aid tremendously in the prevention of crime, in the apprehension of criminals and in response to the endless requests of the citizenry for police service. Properly equipped radio cars can respond to calls instantly and can arrive at the scene of crime in minutes and sometimes even within seconds. Many smaller cities and even some town have two-way radio equipped police cars and certainly San Francisco should have them and at the earliest possible date.

In general your Committee reports that structurally the San Francisco Police Department is well organized and administered. It is efficient and able in its personnel and the extent to which the Department fails to measure up to the high standards it has set for itself is to be found in the inadequacy of its physical equipment and the fact that it is undermanned.

The Chief of Police, Charles W. Dullea, is to be commended for the able administration of his department.

Respectfully submitted

DON A. CAMERON, Chairman

F. MORRIS ROWLES

MAX B. SCHULZ

9. FIRE DEPARTMENT AND DEPARTMENT OF ELECTRICITY.

Accompanied by Chief Engineer Albert J. Sullivan, your Committee made visits to a number of storage reservoirs, pumping stations, fireboats and firehouses throughout the City and found conditions therein satisfactory. The officers and men on duty were alert, courteous and of good appearance. Discipline and morale were uniformly good.

Apparatus and equipment were maintained in excellent condition and ready for instant response to alarms or fires. During the year the Department has received and placed in operation five new combination pumping engines and hose wagons of 1,000 gallons per minute capacity each, four new water tank apparatus and one new aerial truck. This has resulted in the retirement from active service of practically all of the remaining obsolete two-wheel brake apparatus and the general condition of the automotive fire apparatus is now good.

However, the two steam fireboats of the Department, The "DENNIS T. SULLIVAN" and the "DAVID SCANNELL" which were commissioned in 1909, are by reason of their age becoming progressively more costly to maintain and are lacking in many of the requirements of up-to-date marine fire protection such as carbon dioxide equipment, air compressors, electric saws, lighting units, etc.

In view of the great importance of our harbor with its shipping, wharves and waterfront warehouses depending upon these fireboats for adequate protection we feel that the time is fast approaching when two-wheel modern Diesel electric powered fireboats will be required to replace the old steam fireboats and we recommend that steps in this direction be taken without delay.

In all the firehouses visited, the apparatus, floors, dormitories, kitchens, etc. were clean although it was noted that several of the older houses were not in very good structural condition. In this connection it is acknowledged that the recommendations of several previous Grand Juries to provide new quarters for several of the companies now occupying over-aged and structurally unsafe buildings have been heeded at least to the extent that necessary appropriations for this purpose have been made available and the only obstacle to the actual construction of the houses is the continuation of Federal restrictions on required building materials over which Municipal authorities have no control.

Nevertheless, your Committee recommends that every possible effort be made to get this work under way and also to expedite as much as possible the construction of two new fire houses in the Parkside District and the Park Merced District respectively and to establish new companies therein.

The Bureau of Fire Prevention which is operated in conjunction with and as part of the San Francisco Fire Department and which is manned by officers and members of the uniformed force of that Department, is in the language of the Charter of the City and County of San Francisco, established "under the jurisdiction of the Fire Commission", and in the strict interpretation of this language, the Chief Engineer of the Department is not authorized to control this important Bureau which is a part of his Department nor can he be held responsible for its actions or omissions. This condition is a serious handicap to the efficient operation of the Fire Department and we recommend that full control of the Bureau of Fire Prevention be, by proper legislative measure, vested in the "Chief Engineer of the Fire Department."

After the Herbert Hotel fire, which took the lives of four firemen, the Board of Fire Commissioners held extended meetings with a view to strengthening the Bureau of Fire Prevention and Investigation. It is indeed regrettable that such action had to be taken so belatedly and after four firemen had their lives snuffed out in this disaster. The following measures were adopted by the Commission:

9. FIRE DEPARTMENT (Continued)

1. Assignment of 25 men to the Bureau of Fire Prevention and Investigation. Five to be detailed immediately and twenty additional as soon as available from the fire fighting forces. The Mayor was requested to seek an emergency appropriation for the additional personnel.

2. Establishment of a night club detail to carry on nightly inspections similar to the theatre detail.

3. Inaugurate a public campaign of education and instruction on fire prevention methods.

4. Establish definite standards of flame proofing.

5. Initiate a study of the Fire Code with a view to suggesting amendments or new ordinances to permit the Bureau to better carry out its function of lessening fire hazards.

The Board of Supervisors has granted an appropriation of $50,625.00 to employ additional personnel. Five men have been assigned and have completed a three months training program. The reamining twenty will be detailed just as soon as they become available. A portion of the new men will be assigned to the new "night club patrol". The Bureau is now following the standards laid down by the State Fire Marshal in the matter of flame proofing materials. The Public Relations project as well as the study of revision of existing fire laws are being given attention and will be put in operation as soon as possible.

The central fire alarm office receives and transmits all alarms of fire which constitutes its only function. Yet the control and the management of the personnel of this office is under a separate department, viz: the Department of Electricity, which in turn is controlled by the Chief Administrative Officer, while the Fire Department is under the Mayor. We are convinced that this separation of control is unhealthy; that it impedes the efficient management of the Fire Department. Therefore, we urgently recommend the prompt enactment of proper legislation to transfer the control of management of the personnel and equipment of the Central Alarm Office from the Department of Electricity to the Fire Department.

Your Committee is pleased that the citizens of San Francisco saw fit on November the fifth to increase pay for firemen and it is believed that this will stimulate the building up of a younger personnel. Fire is hazardous and needs young men.

Respectfully submitted,

DAVID A. HUGHES, Chairman

FRANK SORACCO

JOSEPH C. BONZANI

10. HEALTH DEPARTMENT, HOSPITALS, LAGUNA HONDA HOME AND HASSLER HOME FARM.

During the past year your Committee has investigated the public health facilities so vital to the welfare of the citizenry of a cosmopolitan port such as San Francisco. The various Health Departments are well organized under the able direction of Dr. Geiger.

At one of our regular meetings, Dr. Geiger very clearly outlined the duties of his office and the functions of the institutions for which he is responsible. Many important matters were directed to our attention at the round robin discussion following the Doctor's talk. Your Committee subsequently held more meetings with Dr. Geiger and we submit herewith our recommendations:

1. That the ten year plan is approved by the Chief Administrative Officer of spending $3,500,000 to rehabilitate our hospitals at the rate of $300,000 to $350,000 per year out of the budget be continued to a successful conclusion.

2. That a full-time young assistant be appointed by the Health Director, exempt from Civil Service requirements, to be known as Supervisor of Emergency Hospitals to serve for a limited period and then be replaced by another. We also recommend that the heads of the X-ray and Anaesthesia departments be exempt from Civil Service and that adequate pay be authorized in order to attract capable persons for these all important responsibilities.

3. That a study be made of the necessity for additional emergency hospitals, particularly at such localities as the Municipal Airport and the Golden Gate Bridge.

4. That a study be made of the requirements of our Child Welfare Centers.

In conclusion, we express our appreciation to Dr. J. C. Geiger for the splendid cooperation given to our Committee. It has been our privilege to contact such a distinguished scholar and faithful public servant.

Respectfully submitted,

MAX B. SCHULZ, Chairman

EDWARD B. WARD

MELVILLE C. NATHAN

11. EDUCATION

Since the submission of this committee's report on the Schools of San Francisco in August, a number of meetings have been held with various members of the school department, including one held on October 7, 1946, in the evening, with the entire Board, the Superintendent, and his Staff of Experts.

This Committee believes that a great deal has been accomplished in bringing to light many deficiencies that have been in existence, particularly in matters concerning the curriculae.

For the purpose of the record, this Committee produced at the meeting of October 7th, programs of students in the low ninth grade, and at that time the Board expressed itself as being dissatisfied with these programs and requested the Superintendent to make a more complete sampling. This was done and the results were submitted to this committee for its examination and were found to be in agreement with our original findings.

This Committee has been working with the Superintendent with the idea of setting out the necessary revisions for the school system in order to overcome the objections as stated in our original report, and we are pleased to state that all of our suggestions have been agreed to in writing with the one exception, as follows:

It is our belief that at the Junior College level there should be some control over the qualification for admittance as well as for continuance. Dr. Warren advises that a State Law prevents this and that he is also not in sympathy with our thoughts.

The following were submitted and rejected by the Superintendent:

1. Would you be willing to advocate that certain minimum requirements be necessary for entrance to the Junior College - say for instance that the student must complete a certain minimum number of semester periods in prepared subjects with a grade of "C" or better at the High School level?

2. Would you be willing to advocate that Junior College students be restricted from taking college work unless they showed some degree of ability in high school and limit those who didn't to Terminal Work?

We are not satisfied with the decision and hope that our successors will explore this field more fully.

This committee feels that there is still a great good to be accomplished for the schools of San Francisco and suggests that our successors examine into the matter of councilling, discipline, extra curricular work, cafeterias, etc., with the idea of offering constructive criticism and suggestions.

The following is a copy of letter received from Superintendent of Schools, Dr. Curtis Warren, which sets forth his complete agreement with the revisions and has accepted our suggestions in full with the exception as stated above.

December 9, 1946.

Mr. Arthur E. Wilkens, Chairman
Educational Committee of the Grand Jury
180 Yerba Buena Avenue
San Francisco, California.

Dear Mr. Wilkens:

This is an acknowledgment of receipt of the recommendations of the educational committee of the Grand Jury for the year 1946-47, which are as follows:

11. EDUCATION (Continued)

JUNIOR HIGH SCHOOL. The Grand Jury has found it to be desirable in the 7th and 8th grades for students to have as few teachers as possible. The School Department should reduce the number of teachers the student works with in these grades as rapidly as the necessary adjustments can be made.

The curriculae for the 7th and 8th grades to be completely directed, subject to one elective only. the 9th grade also to be directed with the further exception that some form of arithmetic may be substituted for Algebra for those unable to master Algebra. All students in the 9th grade to take four prescribed subjects, one additional elective may be given in place of the solid. The Superintendent's office will assume the full responsibility for the enforcement of these directives.

SENIOR HIGH SCHOOL. Efforts should be made to encourage those students who are not going to college or junior college to direct their training at the level of the 11th or 12th grades to terminal courses, with the implementation of more terminal subjects as this program is accomplished.

JUNIOR COLLEGE. The Junior College should be reorganized so that more stress is placed on terminal work, approaching 75% terminal and everything possible is to be done to encourage the students, who are not of college material to specialize in some terminal course.

The terminal work should be increased in scope and should include substantial courses at the sub-professional level in such subjects as the Engineering and Chemistry fields as well as Public Health, Laboratory Technicians.

It is recognized that these changes are drastic and cannot be completed in a short space of time but every effort will be made to accomplish asubstantial portion at an early date and the entire program should be completed with every dispatch possible.

The Superintendent's office is in agreement with these recommendations of the Grand Jury and will assume the responsibility for the enforcement thereof.

Very truly yours,

CURTIS E. WARREN (Signed)
Superintendent of Schools.

The matters which have been agreed to with the Superintendent as above involve drastic changes and some time will be required to complete the entire program; however, some items can be made effective with the next semester and most of the balance should be completed within one year.

It is regretted that time did not permit of our investigation of other matters which we feel should justify close examination, and it is hoped that the succeeding Grand Jury will investigate matters as previously suggested as well as others which may come to hand.

This Committee desires to express its gratitude to the Board of Education, the Superintendent and his staff, and the principals of the various schools which we visited, for their cooperation in giving us the necessary data upon which this investigation was founded.

Respectfully submitted,

ARTHUR E. WILKENS, Chairman

WILLIAM BENSON

DAVID A. HUGHES

11. EDUCATION-SCHOOLS, LIBRARIES (Continued)

This Committee on Libraries made a complete inspection of the Main Library and found it to be well managed and functioning satisfactorily.

The Reading Room for newspapers and periodicals is situated on the first floor adjoining the Children's Room. This appears unsatisfactory in view of the fact that a varied class of people use this room, and it would appear desirable to have the children removed a greater distance from this room.

Also another objectional feature is that the Men's Rest Rooms are in this immediate vicinity and are not only used by the men using the library facilities, but those from the Civic Center in general. There is room for improvement in these rest rooms and we believe that the solution lies with the installation of Public rest rooms in the Civic Center itself, thereby confining those in the library to the use of the patrons of the library.

The lighting in the Reading Rooms is entirely inadequate, having less than 10 foot candles, whereas 20 foot candles are considered the minimum. Some thought should be given this matter with a view to correcting this condition.

The Library Commission consists of eleven in number, and we feel that better results could be had if the management was responsible to a small group, say, not more than five in number.

There are twenty-one branch libraries and plans are in process for the replacing of eight of these branches which are considered obsolete, and the addition of seven new branches for sections of the city presumably without adequate library service.

The library system seems to be well patronized as they have 121,000 citizens who borrow books regularly.

It appears to this committee that the reading of good books should be encouraged for obvious reasons and a slight increase in the budget to give better service to the public should prove to be a good investment.

While Mr. Laurence J. Clark has occupied the position of City Librarian since the first of this year, he appears to be well grounded in the problems of management, and also recognizes the improvements in the personnel and facilities that are to be desired.

Respectfully submitted,

ARTHUR E. WILKENS, Chairman

WILLIAM BENSON

DAVID A. HUGHES

12. JUVENILE DEPARTMENT

We commend the manner in which the Juvenile Court and the Detention Home are being conducted under the supervision of the Honorable Theresa Meikle, Judge of the Superior Court, and of Mr. George Ososke.

The following are our recommendations for this department:

1. That the new Juvenile Home on the Laguna Honda site be constructed and put in operation as quickly as possible since the present quarters are very inadequate. The physical arrangement does not tend to impress juveniles under the rehabilitation program.

2. That more school recreational properties be opened so that juveniles can occupy their time either in sports or some form of activity that will keep them busy.

3. That a program be enacted in the School Department to familiarize parents with the necessity of proper supervision of youngsters' after-school activities.

4. That the Juvenile Detention Home be assigned a full time dentist and physician.

We are pleased to report that a supplemental appropriation in the amount of $74,000 was approved on August 21, 1946, from the Amergency Reserve Fund for the Juvenile Home. The figures are made up as follows:

$10,300 for additional personnel; and
$63,700 for an increase of $5.00 per month for care of children in foster homes and institutions.

This appropriation was made by Mayor Lapham as the result of your Committee's meeting with him earlier in the year.

Respectfully submitted

JOSEPH C. BONZANI, Chairman

EDWARD B. WARD

J. STANLEY KLEIN

13. THE PUBLIC UTILITIES COMMISSION.

A number of studies of San Francisco's traffic situation and especially the city's transit problems, have been made, the latest of which and one of the most practical being the Newton plan; however, very little has been accomplished toward effectively carrying out of any of the plans, and it is no exaggeration to say that our present transit system in San Francisco is the worst of any in a major city in this country. This with respect to antiquated equipment, in large part, which is hazardous to operate; and with respect to operating supervisory efficiency.

A great deal of the fault of this up to the recent past was the impossibility of obtaining materials and equipment. But even with the existing equipment better management and supervision could accomplish improved operation, and discipline on the part of the platform men, and as an early remedy of the whole situation more active steps should have been taken long before this to finance the acquisition of proper rolling stock.

Very capable men are at the head of the Municipal Railway in its management and operation, and very capable men are in the management of the Public Utilities and on the Public Utilities Commission, but owing in part to charter restrictions, there is a lack of coordination and purpose that would not exist in private enterprise, resulting in failure promptly to act and in enforcement.

Part of this condition in our opinion is caused by the fact that proper performance of the duties imposed on the Public Utilities Commission demands the full time of the Commissioners. It being a part time job, the railway should be divorced from the Commission and entrusted to one full time Commissioner.

The revenues of the Municipal Railway and the assured traffic it carries is adequate to support private enterprise and permit private enterprise to rehabilitate the entire system.

Were one of the several capable operating managements operating in other cities take over San Francisco's system, proper financing and immediate action to replace old equipment could be accomplished.

San Francisco's riding habits are unusual -- we have a very high percentage of profitable short haul riding due to habit and topography.

The efficiency and economy that could be achieved with private ownership has not so far been demonstrated in our present Municipal ownership and that applies to the following six phases: (1) Management; (2) Purchasing; (3) Supervisors; (4) Maintenance; (5) Platform Men; and (6) Accident Prevention.

Our problem is no different from that confronting a large number of cities throughout the nation and for the good of the community and transportation it is our recommendation that our Mayor and Supervisors give thought to the possibility of selling our street car lines to private enterprise, provided of course, a proper deal could be made to the proper company.

It is our further opinion that some arrangement could be made on a "payment per passenger" basis which would give the City a return on the franchise. Should a deal develop whereby a responsible operating company would take over our entire system, our City and the operating company must work together for the best interests of the public and the development of the City itself.

The franchise should be drawn to protect the public and the operating company should agree to do the <u>things that should be done to improve and continue to improve</u> transportation facilities.

There should be no problem to this, so long as both parties want to do the <u>proper</u> thing. If a franchise is made, it should be written in such away as not to hog-tie the operating company, bur rather allow it to meet unforeseen circumstances that are bound to come up, such as are not confronting our own Utilities Commission.

13. PUBLIC UTILITIES COMMISSION. (Continued)

There is no doubt in our minds that we have no business in the transportation business. Further, there is no doubt in our minds that a good franchise could be drawn whereby under private ownership, our public will not only get better transportation, but cheaper transportation. Other cities have done it and profited accordingly.

We understand that the only other municipally owned system on the Pacific Coast today is in Seattle.

This recommendation may hit some of our City officials as an Atomic Bomb, but it is made and recommended for the good of our City and our people.

Respectfully submitted,

EDWARD B. WARD, Chairman

DONALD A. CAMERON

KARL SNOW

14. PUBLIC WORKS: ENGINEERING; BRIDGES

After several visits with Mr. Vensano, Director, Department of Public Works, your Committee has the following to report:

We believe that 1946 has been a successful year for the Department of Public Works in that they have let to contract in all of its bureaus approximately $4,229,000 on construction work, divided about as follows:

1.	Sewer and Sewage Treatment Plants	$2,200,000
2.	Streets and Highways	829,000
3.	Building Repairs and Alterations	1,200.000
		$4,229,000

They also conducted the maintenance operations with a normal amount of success and with no material increase in size of crews, in spite of an increase of about 200,000 in population since the beginning of the war.

The amount of debris to be cleaned from our streets and the amount of repair patching to be performed on the pavements varies almost directly with the size of our population.

The progress made in the sewer reconstruction work has so far been largely done with normal crews. Such additional help as could be obtained has only been in the lower grades of professional help with the result that the top men are badly overloaded. In spite of this, the department has been able, we believe, to make a fair showing.

While there have been some complaints about the condition of our streets we believe that most of our bad pavements are associated with the condition of the street car tracks.

Mr. Vensano has been pressing the removal of abandoned trackage from our streets, such as Kearny and Sansome Streets, so their entire length can be repaved, but unfortunately the Municipal Railway prefers to use its limited funds for new busses and new construction of tracks rather than for the removal of them.

The reconstruction of those tracks which are to be continued in operation but which are in bad condition, together with the pavements involved, should also be considered a part of the same program.

The greatest single problem in the department at the present time is the inability to increase the engineering and architectural staffs. This is largely caused by Civil Service rules and regulations together with low rates of pay for those entering the city employ. The City Architect's designing staff at present is down to two men.

The condition of both the engineering and architectural departments is further complicated by the lack of sufficient drafting space. The Engineering Bureau has been forced to rent loft space at 1663 Mission Street where a portion of the staff has been transferred.

To the regular duties of the Department of Works was added two years ago a $12,000,000 sewer program which by additional state funds has since increased to a $25,000,000 program for sewer and sewage treatment plant construction. The addition of such a program to the regular work obviously requires a considerable increase in the number of designers and other types of engineers but no method has been set up as yet by the Civil Service Commission whereby proper supplemental personnel can be obtained. The department at present is also faced with a large possible school program and a possible highway bond issue program.

This Committee feels that our Civil Service regulations must be promptly modernized and liberalized to give the department head some better control over his personnel.

14. PUBLIC WORKS; (Continued)

During the year the department has let to contract such major sewer work as the reconstruction of the Scott Street sewer, an $800,000 project, and the extension and enlargement of the Richmond-Sunset plant, about an $850,000 project. In addition to these there are many other projects of more moderate size.

Of highway work they have started construction on the opening of Clipper Street to connect to Portola Drive, and the widening of Guerrero Street from Market to Army. They were handicapped and prevented from letting a contract for the widening of Army Street from Harrison to Guerrero Street due to the housing shortage and a resulting ruling of the Supervisors that the project should be delayed until the eighty-four families who would have to be displaced on Army Street could be relocated elsewhere with proper housing. This work was ready for letting to contract as of October 1, 1945. This was a great disappointment to Mr. Vensano as he feels, and we agree with him, that the early completion of the Army Street project is vitally necessary. While it is difficult for families to relocate themselves and undoubtedly causes some hardship, it does not seem reasonable that the entire progress of the City of San Francisco in traffic correction should be stopped because of the hardship to a limited number of individuals. All progress of necessity injures someone.

The Bureau of Building Inspection is overloaded with work in spite of the additional help given it through an emergency allocation of funds from the Mayor's emergency budget early in 1946.

The Bureau, in addition to its normal work this year, has been engaged in the production of a new Building Code which is badly needed since the present code, passed in 1909, has long since been obsolete. The new code will be submitted to the Supervisors for adoption in the near future.

Finally, this Committee commends Mr. Vensano and his bureau heads and assistants for the efficient manner in which they carried out their duties, considering all the difficulties under which the department operated during the past year.

Respectfully submitted,

FRANK A SORACCO, Chairman

CHRIS D. McKEON

F. MORRIS ROWLES

15. SHERIFF: BOARD OF SUPERVISORS: LEGISLATION:

It is the opinion of the GRAND JURY COMMITTEE ON THE BOARD OF SUPERVISORS that certain definite changes should be made in the Board of Supervisors which will enable us to have a better form of City and County government. Our reasons for criticism and recommendations for the improvement of the Board of Supervisors are incorporated in the following six points:

1. Upon attending several meetings of the Board of Supervisors, we found that their sessions were not conducted in a dignified manner.

2. There did not seem to be a semblance of order during the progress of their meetings.

3. Their rules are lax and not adhered to, making it possible for more than one member to speak at a time and more than once on a subject, adding to the general confusion.

4. We recommend that the meetings of the Board of Supervisors be held in the evening instead of following the present practice of holding daytime sessions. This would alleviate the absence of members who find it impossible to leave their own occupations during business hours and insure the presence of all members at all meetings. Evening meetings would better enable the public to attend Board of Supervisor meetings and as a result learn more of the functioning of City and County government.

5. The finance committee members should definitely be full time members of the Board of Supervisors. The duties of a member of the finance committee are of such importance that it is impossible to properly function on a part time basis. We feel that this committee has not handled its problems satisfactorily due to the fact that the salary they receive does not justify the amount of time necessary to attend to all the details.

6. Last and most important, the Board of Supervisors should be a body composed of five full time members. The Supervisors Committee of the Grand Jury go on record at this time as recommending this change. Under the proposed change a Supervisor will be able to devote his full time to the important duties required of a member of the Board of Supervisors. This is most necessary because a Supervisor receiving only $200.00 a month can hardly be expected to devote more than a small part of his time to the job for which he is elected. A full time member can be held accountable to the people of the City and County of San Francisco and this is what we advocate.

REPORT ON THE COUNTY JAILS

On December 10, 1946, the Committee on the County Jails, together with the rest of the Grand Jury, visited the County Jails in San Mateo County and at the Hall of Justice.

The Grand Jury was very pleased with what they found in all of the jails. Sheriff Murphy and Under-Sheriff Hollingberry personally conducted the tour and ably explained everything in detail.

1. We found the grounds and buildings of County Jails Nos. 2 and 4 in San Mateo County in good order and a creditable institution to our city.

2. Food was found to be clean and well cared for. The prisoners were found to be receiving a nourishing diet which is under the supervision of an able Deputy Sheriff who is also a most capable Chef.

3. The clothing of the prisoners and their cells were clean and neat. Excellent sanitation is maintained in all the jails.

4. County Jails Nos. 1 and 3 were also found in good condition and well cared for.

This committee has no recommendations to make at this time for the improvement in the manner in which the Sheriff is taking care of the jails. We feel that he has done a most excellent job during his term of office and has saved the City considerable money through his honest and capable efforts.

Respectfully submitted,

J. STANLEY KLEIN, Chairman

MELVIN A. HULLING

DONALD A. CAMERON

16. CIVIL SERVICE COMMISSION; CITY PLANNING; WELFARE BOARD; LEGION OF HONOR.

We, as a committee, have spent considerable time trying to find out as much as possible about the workings of the Civil Service Commission. You can well understand that it would take much more time than we are able to devote to it, to find out what it is all about. We do believe Mr. William L. Henderson is handling this department in as an efficient a manner as is humanly possible. We further feel Mr. Henderson is very sincere in his endeavor to give the city the best employees it is possible for him to secure. He has been up against the same thing every business has been up against during the war years, and even now there is a lack of the right number of the right kind of employees for all departments. However, there has been some improvement in the last several months, though not sufficient to meet the demand.

We question the judgment of the former mayor in his appointment of commissioners. We do not believe that on any city commission, members should be selected on the same commission where they are closely associated in business, especially when the commission consists of only three members. However, under the terms of the charter, there is nothing that can be done about this until such a time as their terms expire.

We feel that the Civil Service Administration of San Francisco has not been up to the standard which should be existent. However, we do believe that part of this poor administration stems from the charter, principally charter amendments added during the past twelve years, and that corrective legislation is needed to give the city officials the proper legal background for sound administration.

In November, 1944, Mr. H. Elliot Kaplan, Executive Secretary for the National Civil Service Reform League, who made a survey of west coast civil service systems, was quoted as stating that civil service commissions should be advisory and policy-making and that the personnel director should be an executive with power to enforce the general policies of the commission.

With this thought in mind, we offer the following suggestions: Experience has demonstrated that some revision of the existing provisions on civil service are necessary in order to improve civil service procedure and the administration thereof. Among the major changes would be one to make the Civil Service Commission a policy-determining and supervisory body and assign administrative functions to a single administrator. This step would be in line with the position of commissions in connection with other major departments. For example, the most recently created commission, the public welfare commission, was established as a policy-determining and supervisory body under section 61.1, subdivision 5.

In reality the practical effect of the present setup is that the commission by implication or direct assignment permits the personnel director and secretary to administer the functions assigned to the commission by the charter. It is obvious that a commission meeting once a week for a short time, who are unfamiliar with the technical aspects of civil service procedure and who can devote but a small portion of their time to civil service, must allow the executive to operate the department. The point is, however, that the executive is subject to constant interference and his acts may be countermanded by the commission.

The three-man commission, the method of selection and the term of office is satisfactory, but there should be some protection provided the personnel administrator or director against summary dismissal. This could be accomplished in one of several ways, perhaps in the same manner as the chief administrative officer and the controller. Protection against summary dismissal might be accomplished also by requiring the commission to bring their charges in writing, allowing the personnel director ten days in which to answer at a public hearing before the removal would be final. Consideration might be given to changing the present method of appointing the per-

sonnel director by the commission to appointment by the Mayor from a list of three qualified persons certified by a special board of examiners established for the purpose of conducting an examination or to fill the position of personnel administrator or director. Under the foregoing changes the personnel administrator probably should be made ex-officio secretary to the civil service commission.

Section 141 of the charter assign certain duties and responsibilities to the civil service commission. It provides that the civil service commission shall be the employment and personnel department of the city and county. In order to carry out the principle detaching administrative functions from the civil service commission and transferring them to the chief executive of the department, this section would require re-drafting in line with the principle of assigning purely administrative-executive matters to the personnel administrator. For example, the commission is required to determine appointments to the city and county service on the basis of appropriate tests and must classify all positions in the city's service in accordance with duties, responsibilities, training and experience. Obviously a lay board on a part-time basis, such as the civil service commission, cannot carry out the funcations assigned to it under this section and must rely upon the staff to perform these duties. Devising proper tests and examinations, classifying positions and employments are technical operations of a peculiarly administrative character, which are generally beyond the ability of a part-time citizen board to perform or direct.

Under Section 141, the commission shall adopt rules, carry out civil service provisions of the charter, and such rules shall govern applications, examinations, eligibility appointments, resignations, filling of positions, and many other matters. The commission should retain its rule-making powers, making the rules and changes thereto upon recommendations of the personnel administrator. In the absence of a recommendation by the personnel administrator, the civil service commission could propose rules and amendments thereto, but before adoption such proposals should be referred to the personnel administrator for a report and recommendation.

The present language of the charter has been construed by the courts so as to seriously impair the operation of a sound personnel program by denying the rights of the commission to exercise discretion in restricting examination for higher paid positions to those already in the service. Consideration also should be given to striking from this section amendments which were sponsored by employees which have granted too large a percentage allowance for service in promotional examinations in the fire and police departments. This principle tends to kill initiative and ambition on the part of younger men who realize that they must serve out their time, regardless of achievements, in order to secure promotion. The original freeholders' charter provided five percent as the total credits obtainable in an examination for a promotion in both the fire and police departments. This allocation seems to be fair and does away with time-serving as the basis for promotion by placing greater emphasis on ability.

A number of amendments that have been adopted since the charter went into effect in 1932, in addition to the foregoing police-fire promotional service credit measure, tend to impede the proper administration of civil service. For example, an amendment was adopted to section 147.1 to allow copying of examination problems and questions by the public and participants. This has resulted in the necessity for rewriting new examinations for each test, thereby placing an unnecessary burden upon the commission's staff. Further, it has practically excluded exchange of examination data with other civil service jurisdictions thereby preventing San Francisco from obtaining the newest and best available material on examination procedure.

Under an amendment to section 148, there were further restrictions placed on the discretionary powers of an appointing officer. The amendment has done away with the executive's right to return employees to the eligible lists without civil service commission hearings, in the six-months probationary period served by appointees to promotional positions.

One of the most controversial sections of the charter is section 151, which provides the procedure for fixing salaries. The original of this section was adopted by the voters in 1924 and incorporated in the previous charter. There was no attempt to make these provisions effective until several years after the present charter had been in effect. When the provisions were enforced it was found that instead of standardization of all salaries it permitted "piece-meal" salary fixing, group by group, or job by job. It was amended in 1942 as a compromise to a taxpayers' suit against certain increases granted under the previous measure.

The salary standardization schedules obtained under existing provisions have lead to a series of public controversies which have grown in intensity with each passing year. The difficulty of interpreting what is the generally prevailing salaries for a great many positions is one of the chief points of controversy. Another is that the Board of Supervisors has greater power than was intended by the measure to adopt salary schedules, which need not be in accord with what is recommended by the civil service staff or commission, thereby making surveys and their attendant expense of little value. A possibility that might be borne in mind would be to make effective for salaries personnel the same principle enacted last year in section 151.3 for crafts and other per diem rates, for which comparable union rates are obtainable.

The prevailing rate is paid by the city and no more or no less.

The foregoing general comments concern possible amendments to certain charter provisions which might be considered the minimum requirements for the establishment of a sound civil service system.

We further suggest the following amendment to the charter:

Section 154.1. The right of employees of the City and County of San Francisco to strike against the municipal Government is hereby expressly denied. Therefore, any employee of the City and County of San Francisco who (1) refuses or wilfully fails or neglects to perform his usual duties or wilfully remains away from his post of duty while a controversy or dispute is in progress or is pending concerning wages or working conditions established in the service of the San Francisco municipal Government pursuant to the provisions of this Charter or while a strike or work stoppage exists or is pending or threatened in the service of the San Francisco municipal Government, or (2) who participates or engages in any manner in a strike or work stoppage in the service of the San Francisco municipal Government, shall thereupon automatically cease to be an employee of the City and County of San Francisco, and his civil service status as such shall stand terminated without recourse to the provisions of section 154 of the charter. The name of such person shall immediately be removed from all registers of eligibles for civil service appointment to any position in the city and county service on which the name of such person appears.

It shall be the duty of the appointing officer under whom such employee is engaged to report forthwith and certify to the Civil Service Commission any act of omission or commission on the part of any employee under his jurisdiction which renders such employee liable to the penalty of this section and the Civil Service Commission shall thereupon enforce the provisions hereof.

This proposed anti-strike amendment, while not written by us, is concurred and its adoption recommended.

It may be advisable this should be supplemented by certain rights and procedures for the settling of grievances. Our main reason for recommending the above amendment is we feel any employee of the government, whether by the city, state or otherwise, should not be permitted to strike against that government, as these employees are employees of the people, and not employees of any individual, corporation or business setup.

Respectfully submitted,
MELVIN A. HULLING, Chairman
ARTHUR E. WILKENS
R. GRAHAM HOLABIRD

17. TRAFFIC.

This Committee submitted a rather lengthy report August 30, 1946, and in view of certain changes that have taken place since then, we wish to qualify the original report in regard to certain features:

PARKING

(a) On Page 2 of our original report we strongly recommended the repeal of Section 60 of the City Traffic Code referred to as "All Night Parking." This matter was referred to the Chairman of the Traffic Committee of the Board of Supervisors by presiding Judge Michelson April 24, 1946, and was followed up repeatedly, and at this late date we are pleased to report repeal of Section 60 has been recommended by the Police Committee of the Board of Supervisors, and the final reading for passage takes place at their meeting December 23, 1946.

(b) Section 58 of the Traffic Code pertaining to properly parking cars on streets of 3% or more gravity by clamping the wheels to the curb has received considerable publicity of an educational nature, particularly as the streets of this City having such grades are not signed with a note of this Section. It seems imperative to this Committee that the streets affected by Section 58 be sign-posted to carry out the purpose of the Section. Such sign-posting on each side of the street would be a reminder to the driver at the proper time when parking of the necessity of clamping wheels to curb to eliminate the constant danger to life and property from the hundres of cars that break loose on a grade. From indications of the election of November 5, 1946, parking fines for this offense may be reduced from $5.00 to $2.00. So to overcome this hazard, publicity, and particularly sign-posting the streets affected, is the most effective way of reducing this danger.

(c) PARKING METERS: The first installation of parking meters is about to be realized in the Polk Street business district with some 600 meters. The question of rates to be charged for meter parking is still being debated by the Board of Supervisors. In the opinion of well informed traffic men on the history of parking meters it points to the conviction that meters will have an increasing application in other parts of our City. They should provide many more parking opportunities to the motorist and help to reduce the time an average car is parked compared with the present methods. The sooner this test is put into effect in the Polk Street district, the earlier we shall learn of its results and its application to a fairly large part of similar business sections.

(d) The comparative statement of monthly receipts of the first ten months of the calendar year 1946, under Traffic Tag Procedure, including Traffic Courts and Traffic Fines Bureau, show total receipts of $1,008,203.18
First ten months of 1945. . . . . 509,892.82
$ 498,310.36

The receipts from this source for 1946 are nearly double 1945. This source of income approximating $100,000 a month would seem to warrant the expense of sign-posting of streets under Section 58 above referred to, and for other matters relating to improving the freer flow of traffic.

MOVING TRAFFIC

This matter was covered in detail in our previous report and the congestion of moving traffic has reached the point which seems to call for carrying out as soon as possible many of the recommendations set forth by the Traffic Committee of the Chamber of Commerce, the Police Department, and other traffic bodies, making a constant study on the problem for im-

provements. Nothing should be left undone to further the freer flow of traffic by the establishment of more off-street parking in downtown San Francisco, synchronized traffic signals, so that the orderly flow of moving traffic will not be unnecessarily impeded and maintain a system of penalties for moving traffic violations which will be commensurate with the gravity of the offense and make motorists realize that uniform penalties will be imposed and thereby give respect to our traffic laws. Every consideration should be given to better street clearance at peak hours.

Members of the Grand Jury are aware of some of the hazards involved by the selling of newspapers at certain congested traffic corners, particularly in the "island" at the center of the highway. Last September we had the circulation managers of the four newspapers before us with particular reference to interference with the flow of traffic at 19th Avenue and Lincoln Way caused by selling papers in the "island". All four newspapers agreed to discontinue this practice and to sell papers at the curbing of sidewalk removed from the corner. This matter should be watched constantly as it creeps up in other intersections such as at 19th and Irving, and at Park Presidio and Fulton, where when entering the park under controlled traffic signals, there is often a marked interference with the flow of the two inside lanes of traffic.

The control and regulation of traffic is one of the major problems confronting San Francisco and promises to be for a long time to come. Financial means must be provided to alleviate some of our pressing traffic problems such as the establishment of freeways, the widening of streets, the opening of tunnels, the rechanelling of railway and motor traffic at certain bottleneck intersections

The Department of Public Works has prepared some splendid plans for such traffic relief, and financial means for putting them into effect are urgently required. The lack of proper financing in the past has brought us face to face with the grim reality of the present situation.

The Police Department is keenly aware of our traffic situation and in the opinion of your Committee an excellent job is being done with the facilities available.

Respectfully submitted,

CHRIS D. McKEON, Chairman

KARL SNOW

J. STANLEY KLEIN

17. TRAFFIC (Report of August 30, 1946)

The control and regulation of traffic is one of the major problems confronting San Francisco. The geographical position of San Francisco, with its many hills and streets of steep grades, contributes in a substantial way to the problem involved. Many surveys have been made and many plans have been outlined to alleviate the condition, but due to the failure to implement these plans by proper financing we are now faced with the grim reality of the situation.

It requires no expert analysis to indicate the difficulty. The problem is one which is common, in a general way, to every large city in the United States. Large and many-story buildings in downtown San Francksco act as a magnet in attracting people to the business and financial center. Street apace is not sufficient to carry the moving traffic which goes in and out of the center referred to. Consequently, time parking limitations must be imposed and rigidly enforced.

Too often, when engineering plans fail and finances are not available, the only agency which is called upon to provide relief is the Police Department. Your Committee has found that the Police Department is doing everything possible with the forces available to control and regulate traffic; but, as already indicated, no matter what activities the Department may engage in, it cannot provide the relief so urgently needed unless the engineering and financial features are made effective.

Traffic, from a police standpoint, may be generally divided into two phases: first, the automobile parked, or intended to be parked at the curb; and second, moving traffic.

A substantial portion of Police Department personnel is used to handle downtown traffic. Police officers are assigned to fixed-posts or intersection duty and others are assigned to beats in order that citations may be issued against automobiles found parked in violation of regulations. As already stated, time parking limitations are essential to reasonable turnover and availability of curb space. The so-called "traffic sleeper", that is, the automobile which is taken downtown by an individual and parked for 8 or more hours at the curb, is a definite impediment because it results in a space being needlessly occupied by that car during business hours to the exclusion of others who may have occasion to go into that particular block in the interest of business or shopping. The parked car does not present a problem from the standpoint of traffic safety, except indirectly by its demand for police personnel which could otherwise be used in the control of moving traffic.

PARKING.

A. This Committee recommends immediate repeal of Section 60 of the City's Traffic Code, often referred to as "all night parking." This section refers to "a period of time longer than two hours between the hours of 2 o'clock A. M. and 6 o'clock A. M. of any day," which is misleading and confusing. During the war period this section was not enforced, but occasionally citations are coming in to the Traffic Fines Bureau with the result that the penalties are suspended.

Last March Presiding Judge Twain Michelsen and Deputy Chief of Police Michael Riordan appeared before the Grand Jury at which time Judge Michelsen recommended the repeal of this section, stating that it was a bad law and should be taken out of the Code. There was no objection to this suggestion and in view of the fact that there is not garage space available to park but a fraction of the cars in the City during the night, and for other just reasons, Judge Michelsen addressed a letter, dated April 24, 1946, to Honorable P. J. McMurray, Chairman, Traffic Committee, Board of Supervisors, urgingthat this section be repealed, setting forth good reasons for same.

Up to August 26, 1946, the Clerk of the Board of Supervisors reports that nothing has been done in this matter.

B. Section 58 of the Traffic Code, pertaining to properly parking cars on streets of 3% or more gravity by clamping the wheels to the curb, is a matter that has received much attention, particularly as the streets of this City having such grades are not signed with a notice of this Section.

Improperly parked cars on grades cause an average of 60 accidents per month, resulting in deaths and property damage, most of which could be prevented if the cars are properly parked at the curb. The education of drivers is still an essential, particularly the out of town drivers. Chief of Police Dullea has called this matter to the attention of the press in nearby counties and the matter has been given very favorable editorial comment and publicity to the out of town driver visiting the City. The San Francisco Chamber of Commerce has sent information to Chambers of Commerce throughout Northern California for distribution to their members on this same matter in an effort to cut down the toll of death, injury and property damage caused from improperly parking cars on such graded streets of San Francisco.

The Police Department has publicized this feature with illustrations on how properly to park a car at the curb, and with the educational publicity being given to the matter it should help some. However, it seems imperative that the streets affected by Section 58 should be sign-posted to carry out the purpose of the section, stating that the fine for violation is $5.00. Such sign-posting would be the greatest factor of all in eliminating this danger.

This may be a rather costly undertaking, but it, nevertheless, should be done.

Receipts by the City from traffic fines and forfeitures for the fiscal year ending June 30, 1946, were $931,465.00 an increase over the previous year of $357,427.00. As the intake from this source is approaching the million dollar figure, we suggest that ample provisions be made for the expense of sign-posting the streets of this City as soon as possible to help eliminate one of the most dangerous parking hazards in the City.

C. In regard to installing parking meters, at least experimentally, in certain sections of the City, Chief of Police Dullea and Deputy Chief Riordan have advised this Committee that the Police Commission has authorized the installation of parking meters in the Polk Street Business Area; this area will probably include most of the business district on Polk Street and streets adjacent thereto intersecting Polk Street. Surveys are now (Aug. 28, 1946) being made for the positioning of meters. It is likely that the rate may be 1¢ for 12 minutes, or 5¢ per hour, with penalties thereafter, It is very likely the installation will be in operation before the end of this year.

Well informed opinion on the history of parking meters does not look upon this as an experiment, but feels convinced it will have an increasing application in other parts of our City.

When the meters are installed it will permit the policemen in charge to enforce the parking laws in a more exacting and equitable manner. Other cities have adopted parking meters with outstanding success and there seems to be no reason why they should not work successfully in many districts of San Francisco.

A genuine effort was also made by the Police Department to open as much curb space as possible for the motorist. War conditions necessitated the allocation of considerable parking space to agencies of the Federal Government and more particularly to the Army and Navy during the war emergency. Upon the termination of hostilities the greater part of this curb space was turned back to civilian parking and is now available for the private motorist. Indicative of the space released is the fact that since the first of this year and up to August 12, 1946, 31,719 feet of reserved space was thrown open to general parking. The Police Department is to be commended for its vigilant activities in this respect.

MOVING TRAFFIC: The Police Department in its traffic safety work operates through two very important agencies, one known as the Accident Investigation Bureau, which, as the title indicates, specializes in accident prevention, and the other known as the Motorcycle or Speeding Detail. The latter detail is highly essential in the control of moving traffic and may well be considered the front line of traffic safety.

While many other factors contribute to accidents, it is generally recognized that unless speed accompanies the other factors accidents will generally not occur; or, if they do occur, the injury and damage will not be serious.

Certain complicated street intersections interfere with smooth flow of traffic. One such bad intersection is at Tenth-Potrero-Division and Brannan Streets, with its five cornered gooseneck. Plans for the re-chanelling of traffic at this intersection have been approved and we understand will be put into effect in the very near future as soon as materials can be obtained. The cooperation of the Municipal Railway and Public Works Department and others involved promise to correct the present troubles and make this corner a well regulated channeled traffic intersection.

Several months ago the Police Department recognized the congestion involved in moving traffic, particularly during evening hours, and realizing that street widening would only take place in the distant future, certain "key streets" were selected and automobiles were prohibited from stopping on said streets between the hours of 4 P. M. and 6 P.M., Saturdays, Sundays and holidays excepted.

Your Committee finds that while isolated hardships had to be borne by the individual, the "no-stopping program" was and is highly valuable to San Francisco. This program relieved peak evening traffic congestion materially. Without this "no-stopping" program on key streets, traffic would be unduly congested and motor travel in downtown San Francisco would be extremely difficult. We hear that the City of Los Angeles is considering adopting our "no-stopping" street program.

Your Committee recommends that pending the establishment of freeways, the widening of streets and the opening of tunnels, the following suggestions be made effective:

1. Establishment of off-street parking in downtown San Francisco.

2. Repairing of streets, and excavating done by public utilities, be carried on during Saturdays, Sundays, and on other days during the hours outside of that period from 9 A.M. to 6 P.M.

3. Synchronize traffic signals so that the orderly flow of moving traffic will not be unnecessarily impeded.

4. Maintain a system of penalties for traffic violations which will be commensurate with the gravity of the offense and make motorists realize that uniform penalties will be imposed and thereby give respect to our traffic laws.

5. Encourage employees and those having occasion to go to downtown San Francisco to travel by bus or streetcar whenever possible.

Team work is essential and if everyone becomes a part of the team, the objective can be accomplished.

We feel that the Police Department is to be congratulated for the prompt and efficient manner in which they handled the moving traffic and parking facilities in this City during the streetcar strike early in July.

The Police Department is keenly aware of the traffic situation which confronts San Francisco, and in the opinion of your Committee an excellent job is being done with the facilities available.

Respectfully submitted,

CHRIS D. McKEON, Chairman

KARL SNOW

J. STANLEY KLEIN

18. PARKS AND RECREATION DEPTS.: REAL ESTATE: WEIGHTS AND MEASURES.

Your committee does not feel qualified to make other than superficial comments insofar as the Horticultural aspects of the Park Department are concerned. It is obvious to anyone visiting most of our parks that the grass is green, the shrubbery and flowers attractive and that the general picture is good. However, there are certain features which we feel should be brought out for discussion.

The Park Department operates as a sizeable business. Its jurisdiction covers 2743 acres within the City and County and 463 acres constituting Sharp Park, in San Mateo County. In area approximately 10% of the entire City and County is devoted to parks and under the Park Department. Its budget currently is some $2,400,000. and it will turn back to the general fund from moneys collected this year something more than $600,00. These figures are sufficiently large to warrant careful scrutiny, and immediately some things become apparent where improvements can be made.

Our attention was directed to the situation at Aquatic Park and investigation developed the surprising fact that this tract which should be one of the most popular is standing virtually idle awaiting such time as the Army turns it back. It seems to your Committee that the large and beautiful building in this Park should be put to profitable use by leasing, probably as a restaurant. Surely there are capable as well as financially sound restaurant people who would take over this establishment. For instance we found that another city department has just entered into a long term lease with a prominent East Bay restaurant covering a piece of ground almost across the street. The Park Department was not asleep while this was going on but was merely disinterested on the ground that no credit but more or less trouble would accrue to it by reason of such a transaction were the Aquatic Park Building to be leased. Our investigation brought out the fact that the Beach Chalet in Golden Gate Park is another such case. True, in both instances there is the matter of reconditioning the premises following Army occupation but this is nothing a little vigorous effort could not overcome.

There have been requests and reasonable too, for minor improvements at Kezar Stadium and at the Tennis Courts in Golden Gate Park. The Department takes the attitude that it has no funds for such purposes and therefore ignores them. To a committee of business men this seems quite ridiculous.

For a long time there has been considerable agitation to provide seating arrangements at the Baseball field in Golden Gate Park. This is the spot commonly known as "Big Rec." Budget moneys are available for this purpose and we understand plans have been prepared but were shelved pending decision of the recent court case involving the right of the City to employ outside Engineering talent. This case having been decided your committee trusts that no further delay in this program will be experienced. This is not merely a matter of comfort for the spectators because as at present they crowd out to the base lines, interferring with the players and not infrequently, balls are batted into the crowd with resultant injuries.

Another place that needs attention is the Yacht Harbor. The present facilities are entirely inadequate and there is a list of boats waiting to get in. The Park Department very wisely we think, acquired a large quantity of stone and masonry as a result of the dismantling of certain cemeteries. This was for the purpose of extending the break-water at the Yacht Harbor but instead of doing this extending the material is being stored for some time in the future. To your committee it appears that this stone and masonry could as well be stored in its permanent resting place in the Bay and certainly at a reduced handling cost. Bearing in mind that each boat on the waiting list is a prospective paying customer is important in considering the advisability of completing this project.

It has been entirely impossible for your committee to take the time for a complete examination or survey of the entire Park properties but the foregoing indicates that such an effort by a committee not of the Park Department would be advisable and we recommend to the Mayor that such a committee be put to work.

Summing up, we believe that while the Parks, including the three golf courses, are in good shape and being well cared for, a little more keenness for business opportunitites and self-liquidating improvements in their administration would be well worth while, particularly in view of the ever-increasing tax rate.

Respectfully submitted,

R. GRAHAM HOLABIRD, Chairman

KARL SNOW

J. STANLEY KLEIN.